

Report On
Modeling Employees' Skills for Sustainable Banking Services of
the City Bank Limited

By

Najeebah Naushin
Student ID- 18104022

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

BRAC Business School
Brac University
February 2022

© 2022. Brac University
All rights reserved.

Declaration

The following declaration is made:

- While pursuing a degree at Brac University, I/we submitted an internship report that is our unique work.
- Any material accepted or submitted for a separate degree or diploma at a university or another institution is not included in the report.
- Unless it is properly credited with complete and exact referencing, the report does not include any previously published or written content by a third party.
- I/we have acknowledged all key sources of assistance.

Student's Full Name & Signature:

Najeebah Naushin
Student ID: 18104022

Supervisor's Full Name & Signature:

Dr. Mohammad Shahidul Islam
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Mohammad Shahidul Islam

Assistant Professor

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report on modeling employees' skills for sustainable banking services

Dear Sir,

It gives me great pleasure to present the internship report that I wrote as part of my Bachelor's program at BRAC University's BRAC Business School. I worked hard and completed my internship program at The City Bank Limited over the last three months.

During the internship at the City Bank Limited, I was able to differentiate between real-life work and theoretical concepts. Moreover, the internship opportunity gave me a fantastic opportunity to learn about corporate life. I hope you will find the internship report valuable and dependable. The report was written in a short time as the internship tenure was only three months, and there was tremendous pressure at work. That is why the report can have some discrepancies. So, I respectfully request your consideration in this matter.

I want to take this chance to express my gratitude for all of your assistance and advice, which I expect to continue receiving in the future. Meanwhile, if you have any questions, I am always available.

Sincerely yours,

Najeebah Naushin

ID: 18104022

BRAC Business School

BRAC University

Date: February 13, 2022

Non-Disclosure Agreement

This agreement is made and entered into by and between The City Bank Limited and the undersigned student at BRAC University named Najeebah Naushin for the commitment of preventing the unauthorized disclosure of confidential information of the organization.

.....

The City Bank Limited

.....

Najeebah Naushin

Acknowledgment

Firstly, I would like to express my sincere appreciation to my academic supervisor Dr. Mohammad Shahidul Islam Sir, for leading me through completing my entire report and keeping my progress on track. It was possible to complete the entire report smoothly for the valuable insights Sir has provided me in the entire process.

Secondly, I am grateful to Ms. Tanjila Haque, my on-site supervisor at the City Bank Limited, for providing me with professional assistance and the data I needed to complete my assignment. Moreover, I would like to express my heartfelt appreciation to every colleague at the City Bank Limited for their constant support throughout my journey.

Thank you.

Sincerely,

Najeebah Naushin

ID: 18104022

Executive Summary

This report details my work at the City Bank Limited's Human Resources Division during my internship period of three months. This paper contains in-depth research on the required employee abilities for long-term banking services, which can assist the bank in identifying suitable people for the job. From the start of my internship period on September 2nd, 2021, to December 2nd, 2021, I was given work that not only engaged me in the real corporate world but also broadened my understanding of how private commercial banks in Bangladesh organize their human resources activities in the most efficient way to achieve the best employee base for the bank. Initially, the report provides a short description of my internship experience at the City Bank Limited. Moreover, it includes an overview of the bank where it discusses its history, background, and other important information. After that, it summarises the different functional activities of the bank. The report aims to identify the necessary employee skills to achieve sustainable banking services. Furthermore, there is an industry and competitive analysis of the bank, which can assist the bank to identify its vulnerabilities and provide the bank with a chance to improve on those areas. Such a study can help the bank find out the best people and thus increase its organizational efficiency and objectives. Lastly, it can allow the bank to gain a competitive advantage and beat its competitors by attracting a pool of talented employees.

Table of Contents

Declaration.....	2
Letter of Transmittal	3
Non-Disclosure Agreement.....	4
Acknowledgment	5
Executive Summary.....	6
Chapter 1: Overview of Internship.....	10
1.1 Student Information	10
1.2 Internship Information	10
1.2.1 Period, Company Name, Department/Division, Address	10
1.2.2 Internship Company Supervisor’s Information: Name and Position	10
1.2.3 Job Scope – Job Description/Duties/Responsibilities	10
1.3 Internship Outcomes:	11
1.3.1 Students contribution to the company	11
1.3.2 Benefits to the student	11
1.3.3. Problems/Difficulties (faced during the internship period).....	11
1.3.4 Recommendations (to the company on future internships).....	12
Chapter 2: Organization Part	13
2.1 Introduction	13
2.1.1 Objective	13
2.1.2 Scope	13
2.1.3 Methodology	13
2.1.4 Limitations	13
2.1.5 Significance	14
2.2 Overview of the company	14
2.2.1 Products & Services Offered by the Bank	14
2.3 Management Practices	15
2.3.1 Leadership style	15
2.3.2 Organogram of the City Bank Limited	16
2.3.3 The Human Resource Planning Process	16
2.3.4 Recruitment & Selection	17
2.3.5 The Compensation System	18
2.3.6 Training & Development Initiatives	18
2.3.7 Performance Appraisal System	19
2.4 Marketing Practices	19

2.5 Financial Performance and Accounting Practices	20
2.5.1 Financial Performance	20
2.5.2 Accounting Practices.....	24
2.6 Operations Management and Information System Practices	24
2.6.1 Operations Management Practices.....	24
2.6.2 Information System Practices	25
2.7 Industry and Competitive Analysis	25
2.7.1 SWOT Analysis	25
2.7.2 Porter’s Five Forces Analysis.....	28
2.8 Summary and Conclusions.....	28
2.9 Recommendation.....	29
Chapter 3: Project Part.....	30
3.1 Abstract.....	30
3.2 Introduction.....	30
3.2.1 Background of the study.....	30
3.2.2 Problem statement	31
3.2.3 Research question and objective.....	32
3.2.4 Significance of the study	32
3.3 Literature Review	32
3.4 Methodology	35
3.4.1 Research Approach.....	35
3.4.2 Data Collection	35
3.5 Data Analysis.....	36
3.6 Results and Discussion.....	37
3.7 Conclusion	39
3.7.1 Thesis Overview	39
3.7.2 Theoretical implications	40
3.7.3 Practical implications	40
3.7.4 Limitations and suggestions for future research.....	41
References	42
Appendix	45

List of Figures

Figure 1 Organogram of the City Bank Limited.....	16
Figure 2 Recruitment & Selection Procedure of the City Bank Limited.....	18
Figure 3 Operating Profit Margin from 2018 to 2020.....	20
Figure 4 Net Interest Margin from 2018 to 2020	21
Figure 5 Return on Equity from 2018 to 2020	22
Figure 6 Current Ratio from 2018 to 2020.....	22
Figure 7 Debt Equity Ratio from 2018 to 2020	23
Figure 8 Earnings per Share from 2018 to 2020	24
Figure 9 Recruitment Problems and Solutions in Banks During Covid-19	34
Figure 10 Model of Bank Employees' Skills in Achieving Sustainable Banking Services.....	38

Chapter 1: Overview of Internship

1.1 Student Information

I am Najeebah Naushin from BRAC Business School, BRAC University. My student ID is 18104022. I have done a double major in Human Resources Management and Finance.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

I joined as an intern at the City Bank Limited on September 2, 2021. I have worked in their Human Resources department and more specifically, I have worked for the MIS division of the Human Resources department. The internship duration at the City Bank Limited was three months and it ended on December 2, 2021. The location of the office was City Bank Center, 136 Gulshan Avenue, Dhaka- 1212.

1.2.2 Internship Company Supervisor's Information: Name and Position

During the internship at the City Bank Limited, I have got Tanjila Haque as my on-site supervisor. She is working as the Assistant Manager of the Recruitment and MIS division of the Human Resources department of the bank. I have worked under her supervision during the whole process of my internship. She is mainly responsible for the HR MIS activities of the bank but she also looks into some parts of the recruitment process of the City Bank Limited.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

At the City Bank Limited, I was assigned as an HR MIS intern, and I used to help them in conducting the bank's day-to-day MIS activities such as updating and correcting various employee information. Moreover, I have worked on creating various reports. Furthermore, I participated in conducting some of the recruitment processes as well. For example- I have called candidates for various purposes, I have coordinated several interviews and I also helped in invigilating a written examination.

1.3 Internship Outcomes:

1.3.1 Students contribution to the company

During the internship at the City Bank Limited, I used to be given daily assignments or weekly assignments. I used to complete those tasks and update the progress via email and it made it easier for the HR MIS division to function more smoothly and effectively. Moreover, when I took care of calling candidates or coordinating interviews, it reduced the stress of the permanent employees of the bank and they could focus on other more important projects.

1.3.2 Benefits to the student

Firstly, I got to have a closer look at corporate life due to the internship at the City Bank Limited which will help me get ready for my future career. Moreover, I learned about the MIS division and various MIS activities and their contribution to the Human Resources activities of the bank. Furthermore, I got the chance to work with experienced professionals and learned how the Human Resources Department of an organization functions. Also, I got knowledge of various units of Human Resources such as MIS, Recruitment, Organizational Development, and Operations.

1.3.3. Problems/Difficulties (faced during the internship period)

During the internship at the City Bank Limited, I faced some difficulties/problems there. The problems are given below:

- Firstly, the office was quite far from my home and there was a huge traffic jam and a lot of time and money got wasted for this reason.
- Moreover, there was great work pressure at the bank and it was difficult for me to get adjusted as I am just a student and I am not accustomed to handling such pressure.
- Furthermore, the internship tenure was very short and it hampered the process of data collection for my internship report.
- During the earlier days of the internship, my semester was also running and I found it difficult to make a balance between my academic courses and the internship.

1.3.4 Recommendations (to the company on future internships)

After doing the internship at the City Bank Limited for three months, I have come up with some recommendations to the bank on future internships. The recommendations are provided below:

- Firstly, the resources they provide to the interns need improvements. Sometimes, the slow resources can hamper the productivity and motivation of an intern.
- Moreover, the employees should wear masks and take every necessary precaution to ensure safety during this period of Covid-19.
- The bank should maintain strict office hours from 10 am to 6 pm.

Chapter 2: Organization Part

2.1 Introduction

2.1.1 Objective

The report provides a brief idea about the City Bank Limited and its different areas of functions. The report shows the different management tactics such as leadership style, recruitment and selection procedure, compensation system, performance measurement, etc. of the bank. Moreover, it looks at the financial performance, accounting practices, marketing strategies of the bank. Furthermore, the report focuses on the operations management and information system practices of the City Bank Limited and provides a thorough industry and competitive analysis of the bank.

2.1.2 Scope

Firstly, the different management techniques of the bank are described from the internship experience I have got from the bank. Moreover, the financial performance and accounting practices are assessed by reviewing the annual reports of 2018, 2019, and 2020 of the City Bank Limited. Furthermore, the information about its different marketing plans, operations strategies, and IT practices are also collected through personal observation and data available on different media.

2.1.3 Methodology

The report is prepared by using the personal observation I have done while working at the City Bank Limited as an intern. Moreover, some parts of the report are created with the help of secondary data available in various sources. I have created an in-depth and predictive evaluation for this report based on those data.

2.1.4 Limitations

It was difficult to collect data all by myself as the internship period was very short and permanent employees used to be busy most of the time. So, I had to take the help of secondary data to fill up the gap of the primary data. Moreover, the bank follows strict confidentiality in providing information. The report could have more details and information if there were no time constraints and confidentiality issues.

2.1.5 Significance

The report points out the different functional activities of the bank. Moreover, the report provides an analysis of how the bank is doing financially, whether it needs improvement or it is doing more than enough. Furthermore, the report gives a thorough industry and competitive analysis which can help the bank in identifying its vulnerabilities and overcoming those difficulties with effective and efficient strategies.

2.2 Overview of the company

One of Bangladesh's largest private commercial banks, The City Bank Limited, is headquartered in Dhaka. It is a first-generation private commercial bank and one of the oldest commercial banks in the country. On March 28, 1983, the City Bank Limited (as it was then known) made its debut with 12 local merchants. Those directors began with a capital of BDT 34 million, which has now grown to a respectable BDT 3.3 billion in capital and reserves.

At present, Mashrur Arefin is the bank's CEO and Managing Director. The head office of the bank is located in Gulshan, Dhaka. The City Bank Limited has 132 branches now. The bank offers a variety of goods and services, including retail banking, corporate financing, SME banking, women's banking, digital banking, asset management, equity brokerage, and security. The bank is a Visa and MasterCard Debit and Credit Card licensee, as well as Bangladesh's sole American Express Card licensee. Furthermore, the bank is responsible for all invoicing and accounting, customer support, credit management, and charge authorizations, as well as American Express card marketing in Bangladesh, for the new credit card issuance. The bank has achieved several awards for its outstanding performance in the banking industry of Bangladesh. Some of the awards are- Best Bank for Premium Services 2018 by Asiamoney, Best Investment Bank in Bangladesh – 2018 FinanceAsia Country Awards for Achievement, Best Consumer Digital Bank in Bangladesh 2018 – Global Finance, Best Bank in Bangladesh – 2018 FinanceAsia Country Awards for Achievement and so on.

2.2.1 Products & Services Offered by the Bank

The City Bank Limited provides a variety of products and services to its customer to earn the highest level of customer satisfaction and get a meaningful position in the banking industry of Bangladesh. The bank provides a variety of loan items such as personal loans, home loans, auto loans, secured loans, City Bike loans, etc. to its customers. Moreover, the bank provides various types of credit cards and debit cards facility to its customers such as City Alo American Express

Credit Card, American Express Platinum Credit Card, American Express Gold Credit Card, UnionPay Gold Debit Card, MasterCard Manarah Islamic Debit Card, Visa Debit Card and so on. Furthermore, the deposit products of the bank include short-term deposits, fixed deposits, insurance-backed DPS, goal-based DPS, and so on. The services of the City Bank Limited include ATM banking, wholesale banking, student banking, women banking (City Alo), digital banking (City Touch), priority banking (City Gem), employee banking, Islamic banking, SME banking, and so on.

2.3 Management Practices

2.3.1 Leadership style

The City Bank Limited does not follow a single leadership style, rather it relies on a mix of leadership styles. The leadership styles the bank follows are discussed below:

Autocratic Leadership Style: There are times when a line manager assigns some responsibilities to a subordinate with a strict deadline and the subordinate has to do the assignment within the deadline which indicates the use of an autocratic leadership style. Moreover, the line manager also shares some plans with the subordinates so that they can work on them and make good progress.

Participative Leadership Style: Sometimes, the employees of the City Bank Limited have to complete some specific tasks through good teamwork and coordination.

Democratic Leadership Style: All the employees of a department sit together to make a decision and everybody can provide their valuable suggestions in this process.

The mixture of the above-mentioned leadership styles helps the bank in achieving its goals and objectives in various ways. For example- due to the autocratic part of the leadership, the progress of the subordinates can be closely monitored and it keeps them on track and the assigned duties get completed in due time which contributes to the completion of large projects. Moreover, the two other leadership styles make the employees feel at home at work and it accelerates their motivation which contributes to increasing employee efficiency and achieving organizational goals and objectives.

2.3.2 Organogram of the City Bank Limited

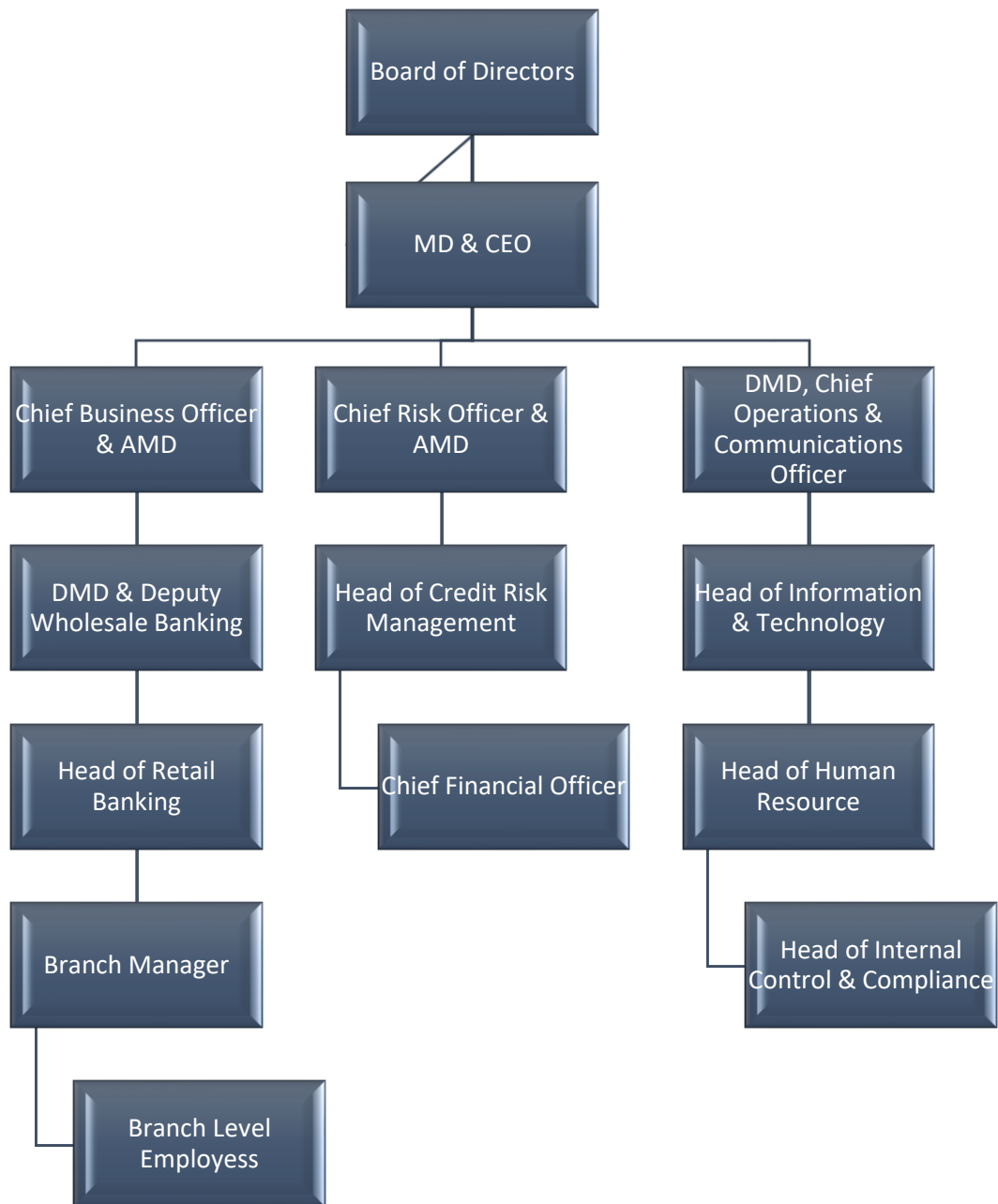


Figure 1 Organogram of the City Bank Limited

2.3.3 The Human Resource Planning Process

The process of human resource planning works to determine an organization's existing and future human resource requirements to accomplish its objectives. The City Bank Limited also focuses on effective human resource planning to function effectively and efficiently. The planning includes a forecast of how many personnel the organization would require in the future, determining what level of ability, skill, and understanding is required to compete, an

assessment of an employee's competence, abilities, and prior knowledge, and deciding how the organization might be able to fill the identified competency shortages.

2.3.4 Recruitment & Selection

Recruitment is the process of finding potential candidates and encouraging them to apply for a current or anticipated vacancy, whereas selection is the process of recruiting personnel from a shortlist and assigning them to a position inside the firm. The City Bank Limited relies on a strict recruitment and selection policy. The bank follows both external and internal recruitment. For external recruitment, it advertises employment openings on social media sites such as Facebook and LinkedIn. It also publishes advertisements for job openings in newspapers. Moreover, the bank also follows on-campus hiring. Furthermore, candidates can apply voluntarily on the bank's website's career page. Sometimes, it provides permanent employment opportunities to the interns. The recruitment and selection procedure of the bank includes some phases. Firstly, candidates drop their CVs. Following the screening of CVs and background checks, shortlisted candidates are invited to undergo written tests so that the bank can assess their fundamental knowledge and analytical skills. After that, the candidates are called in for face-to-face interviews. Confidence, passion, smartness, honesty, communication skills, and the capacity to tackle tough and tricky questions are some of the attributes City Bank Limited looks for during interview sessions. When the bank finally chooses the most desired candidates, the candidates have to go for a medical test. Finally, they are appointed as permanent employees of the City Bank Limited.

The entire procedure of recruitment and selection are shown through a diagram below:

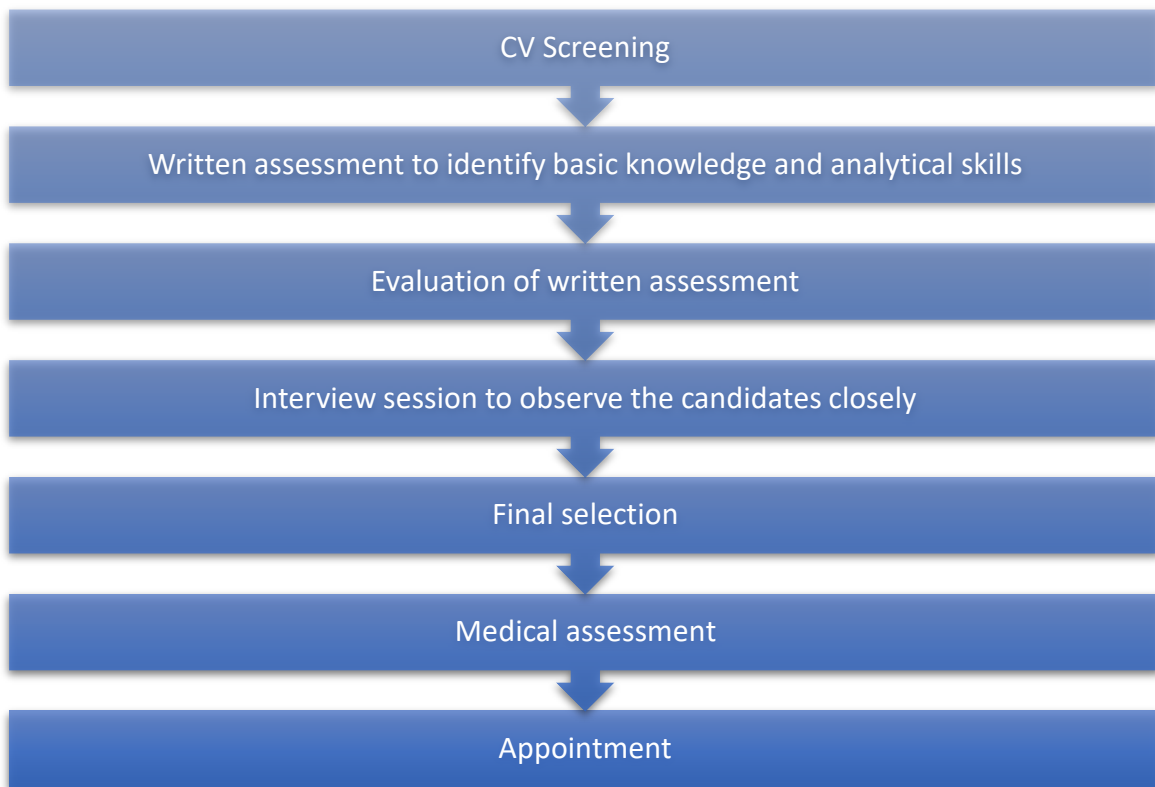


Figure 2 Recruitment & Selection Procedure of the City Bank Limited

2.3.5 The Compensation System

Most employees are motivated primarily by proper compensation, benefits, and rewards. The City Bank Limited is focused on following a flexible, fair, and competitive policy for compensation and benefits. The salary of an employee is divided into some parts and they are basic salary, medical allowance, and house rent. Moreover, the bank also provides some benefits to its employees, and the benefits include family benefits, insurance benefits, educational benefits, retirement plans, health promotion programs and paid time offs. By following a well and organized set of compensation and benefits, the bank keeps its employees motivated and dedicated to their jobs.

2.3.6 Training & Development Initiatives

Training and development improve organizational effectiveness as well as the effectiveness of individuals and teams within it. By providing training and development, employers can emphasize the information and abilities that they want their employees to have. Training and

development programs can help employees learn new skills or refresh old ones, which can help them be more productive.

The City Bank Limited also provides training and development opportunities to its employees so that the bank can fill the skills gap and increase employee productivity and thus organizational efficiency and effectiveness. The City Bank Limited's most common training methods can be categorized as on-the-job or off-the-job training. On-the-job training puts employees in a real-world environment and makes them appear to be productive right away. It is a method of learning through doing. On the other hand, Classroom lectures, film demonstrations, case studies, other simulation exercises, and programmed instruction are some of the tactics used in off-the-job training. The City Bank Limited's training institute offers a variety of courses. For example- general courses, executive courses, computer courses, and other short courses are offered by the bank to enhance the ability of its employees.

2.3.7 Performance Appraisal System

Firms can use performance assessment systems to assess employees on a variety of performance metrics to ensure that they are getting what they pay for. It is important to measure employee performance as it keeps the employees on track and the employee can be held accountable and responsible for their actions. Moreover, it gives the employees a chance to work more on their performance and improve themselves by putting more and more effort into their work. The City Bank Limited measures employee performance in several ways. For example- the bank evaluates employee performance based on their prior work experience. Furthermore, the bank also relies on 360-degree feedback. Managers, peers, and suppliers are all asked to fill out a questionnaire using this approach.

2.4 Marketing Practices

The process through which a company encourages the purchase or sale of a product or service is known as marketing. Marketing is one of the most important areas of any organization as it provides a way of engaging with its customers and expanding its business. The City Bank Limited also focuses on different marketing strategies to present its existing and updated products and services to its customers. The Brand and Communications department at City Bank is in charge of establishing, maintaining, and expanding the bank's reputation as a reliable provider of outstanding financial services. Like any other bank, City Bank targets people who have money and wants to deposit their money at the bank and the small and large businesses

that deposit money and take loans from the bank to operate smoothly. Moreover, the bank provides opportunities to students to encourage student banking and it also targets women especially through City Alo. The bank tries to engage its customers with new offerings through Facebook, newspapers, ceremonies, and so on. The bank also promotes its offering on special occasions like- Bengali New Year, Mother's Day, Independence Day, and so on. Furthermore, City Bank constantly tries to upgrade its services and products for earning higher customer satisfaction and customer engagement. For example- recently City Bank has launched Bangladesh's first digital nano loan service with BKash.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Performance

It is essential to measure the financial performance of an organization to predict its future and sustainability. Calculating financial ratios is a way of assessing the financial performance of an organization. A company's financial condition, liquidity, profitability, risk, solvency, efficiency, and operational effectiveness, as well as the right use of funds, all require ratio analysis. It also displays the trend or comparison of financial outcomes, which can aid shareholders in making investment decisions. The condition of some key financial ratios of the City Bank Limited is shown below:

Operating Profit Margin

The Operating Profit Margin is a profitability or performance ratio that indicates the percentage of profit generated by a company's operations before taxes and interest charges are deducted.

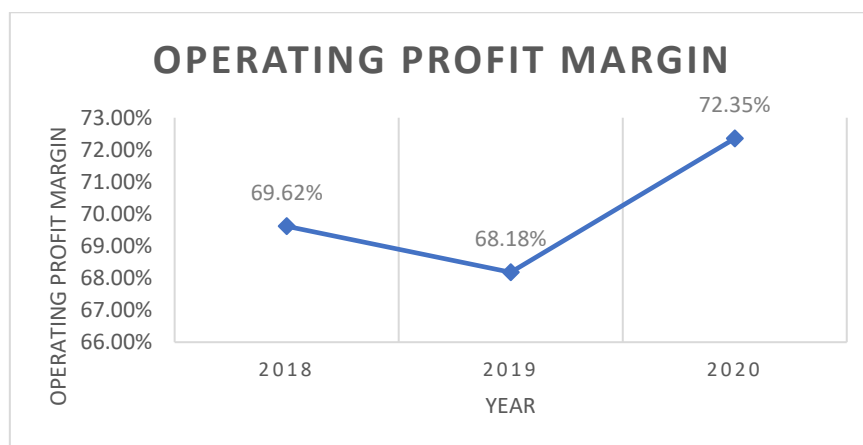


Figure 3 Operating Profit Margin from 2018 to 2020

The City Bank Limited faced a downward trend from 2018 to 2019 but in 2020 the bank was able to increase its operating profit margin which indicates the bank's increased profitability in the financial market.

Net Interest Margin

The efficacy of a company's investment decisions is measured by the Net Interest Margin, which is especially important for financial institutions. A positive net interest margin indicates that a business is profitable, whereas a negative figure indicates inefficient investment.

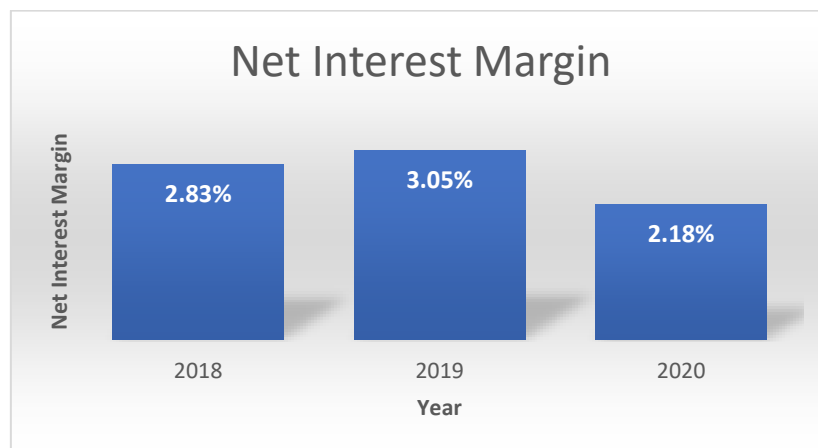


Figure 4 Net Interest Margin from 2018 to 2020

The net interest margin of the City Bank Limited rose from 2018 to 2019 but in 2020 the bank faced a downward trend in the net interest margin which should be improved to increase profitability and avoid insufficiency.

Return on Equity

Return on Equity is used to determine a company's profitability and efficiency in generating profits. The measure of a company's net income divided by its shareholders' equity is called return on equity.

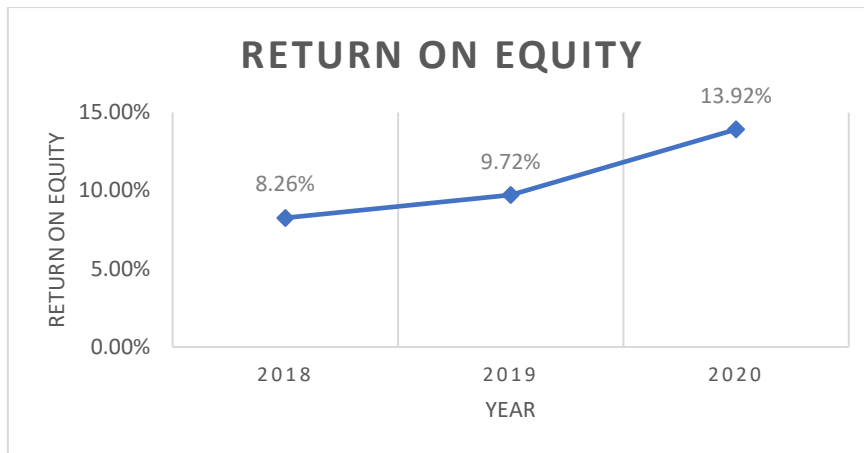


Figure 5 Return on Equity from 2018 to 2020

The return on equity of the City Bank Limited is increasing over the last three years which is a sign of its increased profitability and efficiency. It shows the bank is making more money and creating profits.

Current Ratio

The current ratio is a liquidity ratio that assesses a company's capacity to pay short-term or one-year obligations. A high current ratio suggests that the company is more likely to repay the creditor.

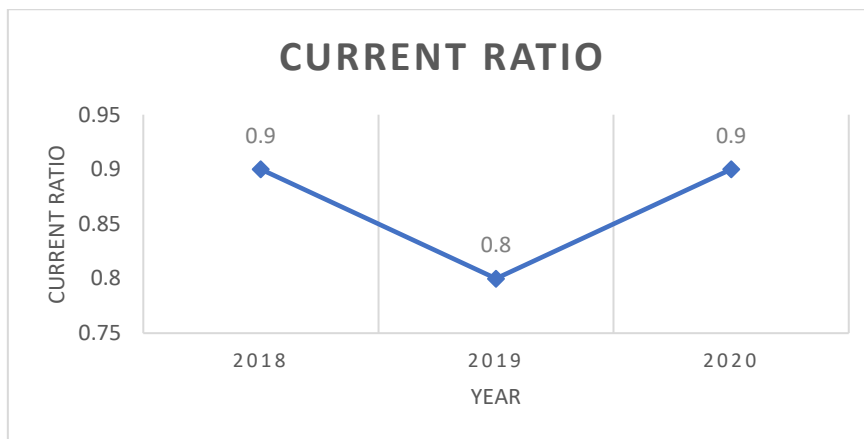


Figure 6 Current Ratio from 2018 to 2020

The current ratio of the bank dropped from 2018 to 2019 but it again increased to 0.9 in 2020 which means the ability of the bank to repay its short-term obligations increased. It can be said that the bank maintains a sufficient amount of liquid assets to repay its short-term liabilities.

Debt-Equity Ratio

Financial leverage is measured using the debt-equity ratio, which is determined by dividing a company's total liabilities by its shareholder equity. It is a metric that indicates how much of a company's activities are funded by debt rather than wholly-owned funds. It reflects the ability of shareholder equity to satisfy all outstanding debts in the case of a corporate downturn.

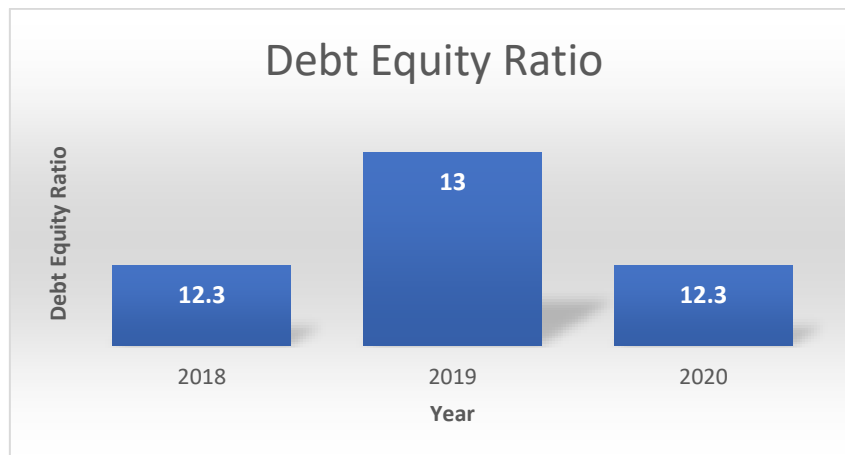


Figure 7 Debt Equity Ratio from 2018 to 2020

The debt-equity ratio of the bank rose from 2018 to 2019 but it dropped in 2020 which means the bank has decreased financing a considerable amount of its assets and funds through financing. The bank should work more on reducing its debt-equity ratio to avoid a greater risk of default to its investors and lenders.

Earnings Per Share

The profit of a corporation is divided by the number of outstanding shares of its common stock to get at earnings per share. Earnings per share is a widely used indicator for measuring corporate value since it shows how much money a firm produces for each share of its stock.

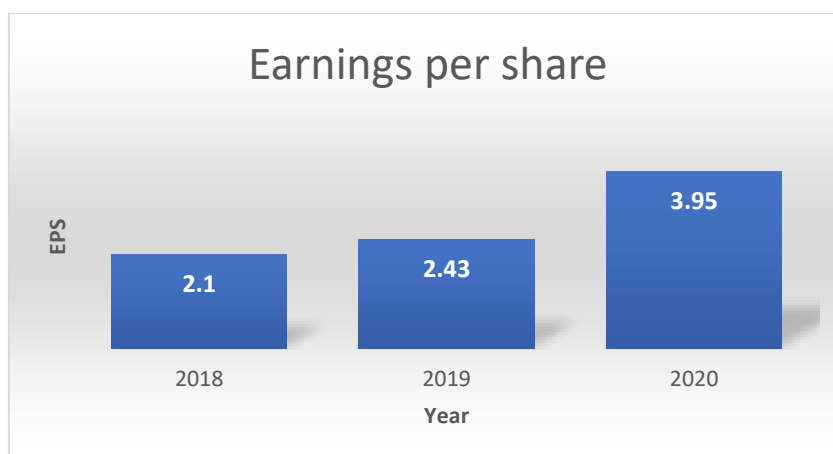


Figure 8 Earnings per Share from 2018 to 2020

The City Bank Limited has performed extremely well in raising its earnings per share over the last three years. The increasing earnings per share show that the profitability and growth of the bank are getting higher.

2.5.2 Accounting Practices

The annual reports' financial statements are compiled on an accrual basis, using the going concern concept and the historical cost convention. The financial statements are made in accordance with the International Financial Reporting Standards (IFRS), which also include the International Accounting Standards (IAS), the Companies Act 1994, the Bangladesh Securities and Exchange Commission (Stock Dealer, Stock Broker, and Authorised Representatives) Rules 2000, and other applicable laws and regulations. Moreover, the financial statements are prepared in Bangladesh Taka (BDT), which serves as the company's functional and presentation currency. The financial statements include a statement of financial position, statement of changes in equity, statement of profit or loss and other comprehensive income, statement of cash flows, and summary of significant accounting policies and other explanatory information.

2.6 Operations Management and Information System Practices

2.6.1 Operations Management Practices

City Bank's Operations division's major goal is to provide an exceptional client experience every time they interact with the bank. To do this they participate in the reengineering of core and related processes. Also, they incorporate modern technology to improve productivity and reduce costs, with the advantages being passed on to their consumers.

The Operations department of City Bank is made up of several divisions that operate in tandem with the bank's other business units. This operational technique guarantees that processes are implemented in a smooth manner, which is critical to achieving their goals.

Operational excellence, service delivery, the launch of liability workflow, statements via SMS, branch operations, card operations, treasury operations, central clearing operations, operations project & support are the major activities of the operations division of the City Bank Limited.

2.6.2 Information System Practices

The City Bank Limited maintains a strong and efficient IT division for managing its day-to-day activities. Without a strong information system, it would not be possible for the employee to work from home during the lockdown. CityPay, Ekhoni account, Instant debit card are some of the examples of its advanced technology. In the human resources department, there is a well-equipped MIS division that is responsible for maintaining the employee database. All the relevant information about the employees is kept in the system. Moreover, the effective management information system of the bank helps it manage its risk exposure by supporting organizational and procedural controls. It can be said that the information system practices of the City Bank Limited are efficient and effective that helps the bank in conducting its activities smoothly.

2.7 Industry and Competitive Analysis

2.7.1 SWOT Analysis

The SWOT analysis can be used to identify and analyze an organization's strengths, weaknesses, opportunities, and threats. In other words, it can be said that a SWOT analysis will assist an organization in identifying high-performing areas of the organization. The SWOT analysis of the City Bank Limited is provided below:

Strengths

Adaption of innovation & advanced technology: The City Bank Limited is a dynamic bank that strives to adopt new technologies ahead of the competition. For example- City Bank has launched Bangladesh's first digital nano loan service with BKash. Moreover, the City Bank Limited employs an up-to-date software system to manage its internal and external operations. Furthermore, advances in technology increase the company's ability to provide modern facilities and faster services to its customers.

Strong brand reputation: The City Bank Limited is one of Bangladesh's most reputable and well-known private commercial banks. It has a strong presence in Bangladesh's banking industry.

High customer loyalty: According to the bank's official website, the bank has over 17,00,000 customers, indicating that it has a huge customer base and a stronghold in the financial industry. In addition, the bank has achieved high levels of customer loyalty.

A dedicated management and employee base: The City Bank Limited employs courteous and effective banking staff. Moreover, the bank has a well-trained and professional workforce, as well as a strong and experienced management team that is exclusively focused on the bank's success and expansion.

Creative and upgraded banking system: The City Bank Limited offers digital banking services to its clients via "Citytouch," which makes life easier for its customers. Furthermore, it provides ATM services in various parts of Bangladesh. Moreover, The bank has announced the launch of 'City Alo,' a women's banking division. Through this unique approach, they have attracted female customers.

Weaknesses

Ineffective marketing division: The City Bank Limited does not spend much money on advertising or promotional activities for its products and services. As a result, it reduces the possibility to grab multiple target markets more quickly.

Shortage of ATM booths: The number of ATM booths is quite small in comparison to the number of clients, which limits the potential for further expansion and profitability.

Insufficiency of resources in branches: There are inadequate resources in branches that impede normal branch banking operations.

Lengthy loan approval procedure: As the City Bank Limited's loan process is quite stringent, sanctions and loan procedures can take a long time, which may result in customer dissatisfaction.

Increase in costs: As the bank is very adaptive to advanced technology and creativity, it raises the various types of costs and expenses of the bank.

Opportunities

Investment in expansion of ATM booths: To provide more convenient services to its customers and consequently boost profitability, the bank should increase the number of ATM booths.

Extending branches to new locations: The City Bank Limited might create new branches in different places to extend its operations and hence boost its profitability as its workforce and customer base grow.

Targeting customer demography: The Bank can target a specific demographic of customers. It can, for example, provide tailored services based on household income.

Bangladesh Bank and government aid: If the City Bank Limited needs money to grow its activities, it can borrow money from Bangladesh Bank (Federal Funds). It can also rely on the Bangladesh Bank for additional forms of assistance and direction to stay afloat in Bangladesh's financial sector. The government of Bangladesh can also help the bank to grow and expand its business.

E-banking progress: The rise of e-banking will provide the City Bank Limited with more options, not only for Bangladeshi customers but also for those in the global banking industry.

Threats

Unstable economy: The changing economic growth rate of the country has a significant impact on the bank's financial position. For example- the Covid-19 pandemic has impacted the economy of the whole world negatively. The banking industry of Bangladesh has also got affected by such changing economy due to the pandemic.

Development of foreign banks: Foreign banks such as Standard Chartered Bank, HSBC Bank, Woori Bank, and others already have operations in Bangladesh and are expected to expand as the economy grows. In terms of expansion and future opportunities, the banks' sophisticated and updated banking systems may pose a threat to the City Bank Limited.

Bangladesh Bank's strict restrictions: In terms of lending and deposit rates, as well as other financial industry functions, Bangladesh Bank has stringent authority over other banks. The City Bank Limited's potential returns may be limited as a result of these laws.

Increased Competition: Bangladeshi banks are increasingly incorporating new features into their products and services, and the City Bank Limited should be aware of these initiatives or risk losing profitability and growth.

2.7.2 Porter's Five Forces Analysis

Porter's Five Forces is a strategy for determining an industry's vulnerabilities and strengths by identifying and analyzing five competitive forces that define every business. The analysis of the City Bank Limited is given below:

Power of buyers: As there are no significant switching costs and minimal differentiation in this market, the buyer's power is quite high.

Power of suppliers: In the consumer financial services market, suppliers have a limited amount of power as the City Bank Limited is not the only bank that provides this service, other banks like government banks, foreign banks, and private banks also offer the same services.

Threat of substitutes: In this market, the threat of substitutes is high, and it is becoming higher and higher. In Bangladesh, some mutual funds, insurance firms, and other related institutions are being introduced which is causing increased threats to the City Bank Limited.

Threat of new entrants: In particular in the private sector, the threat of new entrants has increased dramatically as more private banks are being established in Bangladesh.

Competitive rivalry: The banking services sector has evolved from a monopoly to a highly competitive, rapidly growing market in which companies must constantly expand their service offerings to be competitive, with competition focused on service charges and brand image.

According to Porter's Five Forces of the City Bank Limited shown above, it can be said that the riskiest part of the analysis is the bargaining power of the buyers. So, the bank should come up with more effective and unique ideas to engage with its customers to achieve a strong and loyal customer base.

2.8 Summary and Conclusions

The City Bank Limited is one of the most successful banks of Bangladesh and in recent years, the bank is reaching more towards its mission and vision and the internal resources of the bank are working altogether in achieving its goals. After analyzing the bank's financial performance over the last three years, it is proved that the bank is moving to its goals strategically and it has

achieved a strong position in its consumer base and the financial industry of Bangladesh. Moreover, in this Covid-19 pandemic, most of the banks of Bangladesh such as BASIC Bank Limited are struggling to fulfill customer needs and survive in the financial market whereas the City Bank Limited has been able to increase its earnings per share in such a challenging situation. Furthermore, the bank is using unique moves in increasing the volume of its products and services and capturing more and more customers. The banks started with only BDT 34 Million worth of capital but today it is one of the largest banks of Bangladesh with 132 branches across the country. So, the journey of the bank is evidence of its efforts towards achieving its goals and objectives.

2.9 Recommendation

Some recommendations for the bank is provided below:

- Firstly, the bank should focus on maintaining the working hours strictly so that employees do not feel less motivated and less engaged in their jobs.
- Moreover, the bank should provide such training to its employees where the employees can have active participation so that they do not feel bored while getting trained and focus entirely on sharpening their skills.
- The newly joined employees should get separate training from the bank.
- Furthermore, the bank should take necessary initiatives in increasing health safety, especially in its client service section as there is always a crowd there.
- The bank should improve its resources that are frequently used in its daily operations.

Chapter 3: Project Part

3.1 Abstract

Data to contribute to sustainable banking services are still ambiguous in Bangladesh. Therefore, the qualitative exploration of bank employees' skills to advance contemporary banking careers and services has been rational. Besides, limited knowledge of suggesting a sustainable banking career and service urges this study to adapt to New Normal Post-COVID-19. Fifteen experienced employees from the banking industry participated in the interview to accomplish the research. The results from content data analysis show that the technical skills may vary from department to department based on job responsibilities. However, the employee skills are more or less the same for different banks. The results further show that the banking people put significant weight on the honesty of banks' employees as the banks maintain a large amount of cash and other types of assets in their vault. Additionally, the research participants expressed their sentiment about other skills such as patience, smartness, technological expertise. These skills are needed to carry out the day-to-day operations and earn a high level of customer satisfaction. The study, therefore, suggests banks focus on creating an employee base having the skills found from the investigation to develop banking services.

3.2 Introduction

3.2.1 Background of the study

The banking industry of Bangladesh requires highly skilled people who are considered the banks' assets. The City Bank Limited is also highly dependent on its workforce to conduct its day-to-day activities smoothly and effectively. The banking industry of Bangladesh has changed enormously in recent years (Hossian et al., 2020). There was a time when people used to think that a bank existed for giving loans to borrowers and keeping deposits from its customers. However, today the concept of banking is not the same anymore. The banks of Bangladesh have upgraded their activities and added more features to their service and offerings to create reliability and loyalty among their customers. Also, the Covid-19 pandemic has changed necessary employees' skills for the banking industry. Introducing the function of debit cards and credit cards, ATM banking, digital banking, use of MIS activities in banking operations are some of the features the banks have added to their activities in recent years. As

the activities of the banking industry have changed, the requirements for hiring banks' employees have also changed (Khan, Lima, & Mahmud, 2021; Yasmin et al., 2021).

Employees at a bank must communicate effectively in writing, negotiate successfully with clients, detect and predict problems, solve problems in groups, and discover speedy solutions to problems (Faieza Chowdhury, 2020). Moreover, Adebakin et al. (2015) evaluated skill needs with a sample of 300 Nigerian employers. They discovered that information and communication technology, teamwork, decision-making, and analytical and problem-solving skills were the most important. Furthermore, communication, adaptability, teamwork, and interpersonal skills were the most considerable talents employers needed in business graduates, according to McMurray et al. (2016), who evaluated graduate skill requirements with a sample of 72 businesses in Scotland.

Though there have been several studies about the necessary employee skills for the banking sector, those studies do not include the impact of Covid-19 on the skills requirements of the banking industry. Apart from Covid-19, the changing activities of the banks have also created a broader scope to study more about the required skills for advancing contemporary banking careers and achieving sustainable banking services (Yasmin et al., 2021).

3.2.2 Problem statement

Research in sustainable banking services is still imprecise in the Bangladesh context. There is limited knowledge of what skills are practical for a sustainable banking career and service. Moreover, it is essential to know what changes are happening for the required employee skills after the emergence of Covid-19, whether there are any changes. So, it can be understood that the study holds significance for today's banks that are updated in their offerings and activities (Hossian et al., 2020; Yasmin et al., 2021). The study is conducted to explore the skills that the employees of the banking sector of Bangladesh must have. While there prevails insufficient data, it is essential to know about the changes in skills requirements of employees of banks as per the evolving banking operations to adapt to those changes and run banking activities smoothly. Furthermore, the study will help the employers of the banks to choose the right people to carry out their operations effectively. Thus it is going to help the banks to reach their desired goals.

3.2.3 Research question and objective

Thus, based on the above background and research need, the study has posed a broad research question—(1) What skills do bank employees require to advance contemporary banking careers? More specifically, the study seeks:

- to identify skills essential for advancing contemporary banking careers
- to model bank employees' skills in achieving sustainable banking services

3.2.4 Significance of the study

The study can help the City Bank Limited create a valuable employee base by finding out the right employees' skills that can provide excellent banking services to its customers and thus make the bank more sustainable and reliable in the financial industry of Bangladesh. Though the City Bank Limited and other banks of Bangladesh have a well-organized job description and job specification, the changing banking activities have demanded a change in skills requirements. Moreover, the banks should have an employee base to tackle the challenges during the Covid-19 pandemic. For this reason, it is essential to identify whether the banks should update their job specification to identify the right people or not. Consequently, the study can be helpful in the City Bank Limited and other Bangladesh banks to identify the right employees' skills for creating a valuable employee base for contemporary banking. Furthermore, the banks can attract more customers by providing them outstanding service through their skilled employees and thus achieve profitability and sustainability.

3.3 Literature Review

Leaders in the banking industry are confronting tremendous hurdles in managing their talent. According to Quantum Workplace research, just 50% of employees in the banking sector are highly engaged, and 35% are a retention risk (Quantumworkplace, 2022). To retain key employees and maintain a high employee engagement, it is essential to identify employees who possess the necessary skills that are required in contemporary banking; otherwise, on one side, the employees will get demotivated, and it will impact their engagement in their work and on the other hand, a demotivated employee base won't be able to contribute much to achieve the bank's goals and objectives. So, it is essential to find out the employee skills suitable for the banking sector to gain sustainable banking services ((Kang & Lee, 2021; Zhong et al., 2021).

Employee skills and it's relation to sustainable banking services

Employees are assets for an organization, and without such human assets, an organization can not operate effectively and efficiently. Moreover, employees having no relevant skills and abilities can not be considered assets; instead, they become a burden to the organization as the firm has to pay them, which is a cost or expense the firm has to incur. In other words, it can be said that the company is investing in assets that are not going to provide them with any return. So, it is mandatory to ensure the right skills and abilities for the firm. In the same way, the City Bank Limited, along with other banks, should know what skills and abilities are suitable for them, the employee skills they need more, and so on. Without proper research on necessary employee skills, it is impossible to find the right human assets (Torre, Cantero, & Sanfilippo, 2021).

Moreover, if employees with desired skills can not be recruited, it will eventually hamper employee engagement and motivation. For example, if banks hire employees with irrelevant skills, they will find their jobs monotonous, and soon they will lose their cause and feel frustrated about their work. Furthermore, such demotivation and indifference towards work will hamper their productivity as they will not focus on their tasks. As a result, the banks will suffer losses due to inconvenience in their daily operations (Yusuf, & Ichsan, 2021).

Advancement of contemporary banking career and its connection with employee skills

Employees should explore their careers in sectors where they find a good fit for their skills and that sector. The concept of person-job fit can be included here as well. In simple words, the compatibility between persons and the job or tasks they undertake at work is known as person-job fit. The employees should choose an area of their expertise. Otherwise, they will not enjoy their work. Instead, they will feel less engaged in their work, negatively affecting productivity (Kang & Lee, 2021).

Moreover, getting into an organization that matches the employees' skills is also vital. If the employees can not focus on their jobs, they will not perform the assigned tasks, hurting their careers. Without performing well, employees can not have growth in their careers. It is similar for the banking industry as well. People who want to work in the banking industry should possess relevant skills for the banking sector. Otherwise, they will not witness growth or success in their careers (Zhong et al., 2021).

Covid-19 and skills requirements

The Covid-19 pandemic has introduced working from home to the corporate world. Though people were aware of freelancing, the Covid-19 pandemic has forced organizations to work from home to ensure employee safety. The banking industry of Bangladesh also faced massive pressure due to the pandemic as people started coming to banks more frequently to withdraw money. During the pandemic, many employees lost jobs, and in some cases, they were getting fewer salaries than the regular norm. As a result, they were running out of savings (Naeem, & Ozuem, 2021).

Moreover, it was hard for the banks to continue recruiting the right employees due to the restrictions of Covid-19. As a result, some banks failed to choose candidates with relevant skills, which affected the banks' day-to-day activities and thus affected their organizational objectives (Yusuf, & Ichsan, 2021). The summarised literature of HRM approach in the bank during Covid-19 is demonstrated in Figure 9.

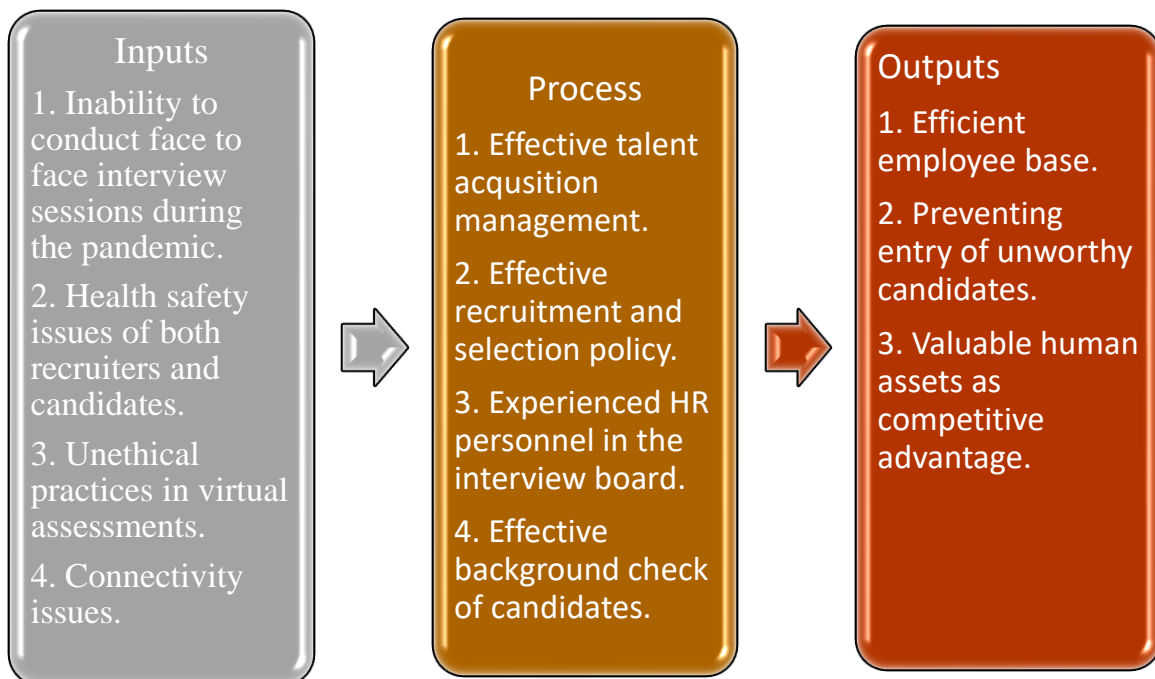


Figure 9 Recruitment Problems and Solutions in Banks During Covid-19

3.4 Methodology

3.4.1 Research Approach

The study aims to uncover the skills essential for advancing contemporary banking careers and offer a model of bank employees' skills in achieving sustainable banking services. The study adopts the qualitative approach of data collection as it entails gathering and evaluating non-numerical information to comprehend concepts, opinions, or experiences (Hennink, Hutter, & Bailey, 2020). Moreover, the research contains descriptive information from people working in the banking sector and concludes that information. For these reasons, the study follows a qualitative approach to gathering information (Panfilova et al., 2019).

3.4.2 Data Collection

This chapter of the report is created mainly by using primary data. First of all, a questionnaire including ten questions was prepared for conducting interview sessions. Moreover, some interviews were conducted through phone calls, and some were taken place in person. In this way, the raw data were gathered (Charania et al., 2021), and the most relevant and valuable information was extracted through content data analysis.

Sampling strategy

The study is conducted by adopting non-probability sampling as it incorporates non-random selection based on convenience or other criteria, which allows you to collect data quickly. More specifically, the results are prepared using convenience sampling as the sample included people who are the easiest to reach. The target people for asking questions are not random people. They are the employees already working in banks in various positions. As banking people always remain busy due to immense work pressure, only easy access individuals are taken for the interview (Pace, 2021).

Sampling criteria and size

The sample is selected based on some criteria. Firstly, participants who have worked or already working in the banks of Bangladesh are taken for conducting the interview session. Moreover, participants from officer to management positions are taken for the study as their information is more relevant and valuable. To prepare the study's findings, fifteen employees from the banking industry of Bangladesh are taken to conduct interview sessions through phone calls and in person.

Participant recruitment

The fifteen employees from the banking industry holding from officer to management positions are contacted through phone calls first to know their convenient time. Before starting the interview session, a brief idea about the study and its importance was presented to them. Furthermore, they were assured about their confidentiality and anonymity. The study required recording the interview sessions to deliver results properly. Still, some participants refused to let the sessions record as they feared information getting leaked or their identity being exposed.

Interview questions

Here are the questions for the interview sessions provided below:

- Do you have any idea about contemporary banking?
- Do you think there is a relationship between employee skills and banking services?
- What are the qualities/skills that a bank looks for in its employees?
- How did skills requirements change post-Covid?
- How did the banks' operations transform in recent years?
- How can employees contribute to making a bank sustainable?
- How do a bank's resources influence an employee's skills and productivity?
- What does a bank do to fill up the employee skills gap?
- Do you think the banks' employees require training or skill development programs to make banks better sustainable?
- How do long working hours of the banking industry affect employee motivation and employee skills?

3.5 Data Analysis

This study mainly aims to model employees' skills for sustainable banking services. Hence, the data were needed to reduce sentiments of interviews into defined categories for enhanced interpretation (Zhang et al., 2019). Reasonably, this study's data analysis process is directed as the content data analysis. The transcribed interviews are read and analyzed three times considering "what is said?" and "why is said?". These questions help us engage in data and extract interrelated senses (Yusuf & Ichsana, 2021).

3.6 Results and Discussion

The study's main goal was to highlight the skills essential for advancing contemporary banking careers and to model bank employees' skills in achieving sustainable banking services. To conduct the study, qualitative information is gathered from fifteen participants working at different banks in Bangladesh. Among them, some informants have provided a wide range of data as they were easy-going in conversation. On the other hand, some informants seemed slightly nervous, and they appeared anxious about maintaining their job security. Most informants talked about honesty as a skill for the people working at banks, and they showed logic. For example, one of the informants said, *"a banker should be honest, and it is not important whether he is a support staff or a manager. You see, banks keep a high amount of reserves, and we need to answer to the Bangladesh bank for everything, and if they find any discrepancy, then the banks can face many hassles. So, honesty should be there at all levels of a bank."* Furthermore, they talked about having excellent communication skills. For example, an employee said, *"a person who works at a bank should have excellent communication skills because customers can be from rural areas and cities. They need to be handled effectively, and without a smooth flow of communication, it is not possible."* Also, they identified soft skills like patience, smartness, etc. After the Covid-19, it has become essential to have the technological expertise to work from home effectively. Some informants said that the skills requirements did not change much after Covid-19. For example, one said, *"It's not like customers are not coming to banks, rather they are coming more frequently after the pandemic as they are running out of their savings and it is creating a huge pressure on employees working at the cash department and the customer service department. So, I do not see any major change in skills requirements after Covid-19"*. So, it can be seen that the informants made a wide variation in providing data. After analyzing the information provided by the informants, it can be identified that the banking practitioners should have honesty, excellent communication skills, adequate technological expertise, smartness, and patience at all levels (Figure 10).

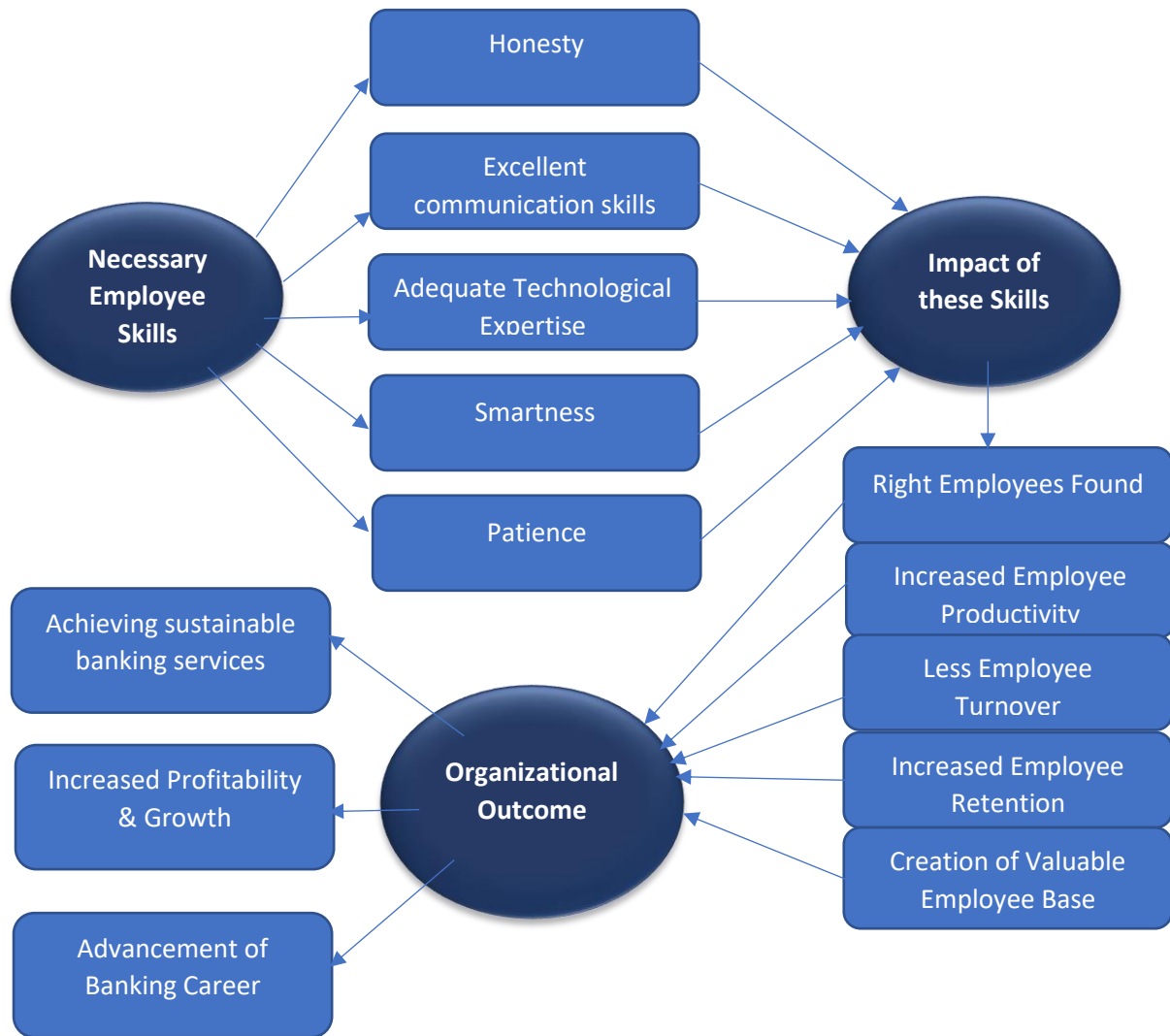


Figure 10 Model of Bank Employees' Skills in Achieving Sustainable Banking Services

As seen in the model (Figure 10), most informants have said that the first quality the banks' employees are expected to show their honesty. Though the banking operations have changed over time, it is not changed that a bank is a giant reserve of money, and the people who work in banks should be honest to keep the reserve of money safe and secured. Secondly, communication skill is essential. A banking employee should communicate with all types of people and bring business to the bank. Without communication, there is always a gap in the process, whether it is the human resources division, retail banking, or any other division of the banks.

Furthermore, in this era of technological advancement and during the Covid-19 pandemic, a banking employee should be tech-savvy. They should have a firm grip over computer skills like Microsoft Powerpoint, Microsoft Excel, etc. The banking activities have expanded over

time. It is not like sitting and calculating using paper and pen. The knowledge of Microsoft Excel is crucial for a person who works at a bank today to create reports and have records. Employees should have the technical expertise to work from home. Also, banks prefer innovative individuals nowadays. It is not enough if a person is good at academics, they should be intelligent, sensible, and easily adaptable. The educational background is essential, but private commercial banks like the City Bank Limited prefer a complete package of qualities within an individual. Patience is another quality the banks want within their employees. Despite getting updated over time, most banking procedures are lengthy and time-consuming and should be handled patiently.

The banks also provide training to their employees to fill the skills gap and keep the employees motivated. Some banks have their training center to provide lecture-based training, and some offer on-the-job training programs. Sometimes, the senior employees play the role of mentors for junior employees. To maintain employee motivation, banks take several initiatives. For example, The City Bank Limited provides “Thank You” cards to employees who perform better, thus keeping them motivated. Moreover, the bank arranges a “Rewards & Recognition Ceremony” to reward its employees by signifying their contribution to the success of the City Bank Limited.

3.7 Conclusion

3.7.1 Thesis Overview

The banking industry of Bangladesh requires highly skilled people who are considered the banks' assets. The City Bank Limited is also highly dependent on its workforce to conduct its day-to-day activities smoothly and effectively. There is limited knowledge of what skills are practical for a sustainable banking career and service. Research in sustainable banking services is still vague in the Bangladesh context. Moreover, it is essential to know what changes are happening for the required employee skills after the emergence of Covid-19, whether there are any changes. Consequently, the study can be helpful in the City Bank Limited and other Bangladesh banks to identify the right employees' skills for creating a valuable employee base for contemporary banking. Furthermore, the banks can attract more customers by providing them outstanding service through their skilled employees and thus achieve profitability and sustainability.

Thus, the City Bank Limited is suggested hiring people who fulfill the skills revealed in the results. Furthermore, the bank can modify its job description and specifications by conducting

a more in-depth job analysis. The bank's employees can be its human assets and have a high contribution to achieving its goals. The banking industry of Bangladesh has been struggling for a long time, and the Covid-19 pandemic has worsened the situation. So, banks like- the City Bank Limited need to focus on increasing efficiency and profitability and, a valuable employee base with the essential skills can contribute to achieving such goals. So, the study helps determine the suitable abilities for bankers to gain sustainability in banking services.

3.7.2 Theoretical implications

The theoretical implication of this study is noteworthy. The study theorizes that selecting suitable employees for an organization through identifying and fostering employee skills essential for that organization genre leads to various positive outcomes for that organization. For example, our explored model (Figure 10) indicates that the necessary and relevant employee skills increase employee engagement, employee productivity, and retention. In addition, it identifies people choosing work areas pertinent to their abilities have a more increased chance of getting success in their career. Thus, this study advances the extant literature of HRM in the banking sector by understanding bank employees' skills in achieving sustainable banking services and professions.

3.7.3 Practical implications

The study also has important practical implications for bankers/practitioners (e.g., managers, aspirants, entrepreneurs) in addition to its theoretical implications.

Firstly, the banks of Bangladesh, like the City Bank Limited, can learn about the skills essential for the banking industry, and they can apply learnings from the study at their recruitment. For example, the banks can include assessments to identify whether a candidate has those skills in their recruitment phases. In this way, the study's findings can be utilized in the real-life recruitment procedures of banks.

Secondly, people who want to establish their careers in the banking industry can benefit from the study results. As the study finds out the skills essential for the banking industry, the candidates who want to explore their careers can know whether they possess such skills and are suitable for working at banks or not. It will make them choose the right path of building their career.

Thirdly, the results will help the bank practitioners to modify their existing job descriptions to attract the right pool of candidates. Thus, it will allow banks to find out suitable candidates.

Suitable employees eventually become human assets for banks, which will help the banks to achieve a competitive advantage over competitors in the market.

Finally, if banks can create a solid employee base by taking help from the study results, the entire banking industry of Bangladesh will benefit. The financial sector of Bangladesh has been struggling before the pandemic, and the pandemic has worsened the situation. In these circumstances, if banks can attract and hire people possessing the skills mentioned in the study, the banking industry of Bangladesh can experience a positive change in its profitability and growth which will develop the unsteady economy of the country.

3.7.4 Limitations and suggestions for future research

Limitations of the study

Although the study provides valuable insights about employee skills essential for advancing contemporary banking careers and models bank employees' skills in achieving sustainable banking services, the study includes limitations. First, the sample size to complete the study interview was small (e.g., fifteen participants). Second, the study could have included more information if the sample size had been significantly larger to evaluate the data saturation. Moreover, the time duration provided to complete the research was not sufficient for which the latent data are still existing to be explored further. Third, respondents for the study were full-time workers at banks, and they could not give enough time, and some questions were answered in a hurry. Finally, the study does not identify skills for specific areas within banks; it only talks about common skills for the banking industry.

Suggestions for future research

The study suggests that a mixed-method may contribute to a clear picture of the study objectives. Thus, a further research attempt based on a mixed method is welcome in the future. In contrast, future research can include studying employee skills specific to separate departments within a bank, which can help the banks hire more suitable employees because backend and frontend employees may not be similar. Moreover, the skills requirements before and after the Covid-19 pandemic should be studied theoretically in the quantitative dimension with a larger sample size.

References

1. Black, S., Gardner, D., Pierce, J., & Steers, R. *Performance Appraisal Systems*. Opentextbc.ca. Retrieved 25 January 2022, from <https://opentextbc.ca/organizationalbehavioropenstax/chapter/performance-appraisal-systems/>.
2. Chowdhury, F. (2020). *Skills Gap of Business Graduates in the Banking Sector of Bangladesh: Employers' Expectation Versus Reality*. Retrieved 22 January 2022, from https://www.researchgate.net/publication/346426946_Skills_Gap_of_Business_Graduates_in_the_Banking_Sector_of_Bangladesh_Employers%27_Expectation_Versus_Reality.
3. *Debt-to-Equity (D/E) Ratio*. Investopedia. Retrieved 25 January 2022, from <https://www.investopedia.com/terms/d/debtequityratio.asp>.
4. *Everything Marketing Entails*. Investopedia. Retrieved 25 January 2022, from <https://www.investopedia.com/terms/m/marketing.asp#:~:text=What%20Is%20Marketing%3F,on%20behalf%20of%20a%20company>.
5. Hennink, M., Hutter, I., & Bailey, A. (2020). *Qualitative research methods*. Sage.
6. Hossain, A., Humayun K. Chowdhury, M., Hasan, S., Shamsuzzaman, M., Fahim, A. Y., & Yusuf H. Khan, M. (2020). Banking service in Bangladesh: the impact of service marketing mix on purchase intention of university students. *Strategic Change*, 29(3), 363-374.
7. Hossain, F. *Employee Job Satisfaction of The City Bank Limited*. Academia.edu. Retrieved 22 January 2022, from https://www.academia.edu/19099517/Employee_Job_Satisfaction_of_The_City_Bank_Limited.
8. *Human Resource Management Practices of the City Bank Limited - Assignment Point*. Assignmentpoint.com. Retrieved 22 January 2022, from <https://www.assignmentpoint.com/business/human-resource-management/human-resource-management-practices-of-the-city-bank-limited.html>.
9. *Importance of Ratio Analysis*. WallStreetMojo. Retrieved 25 January 2022, from <https://www.wallstreetmojo.com/importance-of-ratio-analysis/>.
10. Kang, E., & Lee, H. (2021). Employee compensation strategy as sustainable competitive advantage for HR education practitioners. *Sustainability*, 13(3), 1049.

11. Khan, A. G., Lima, R. P., & Mahmud, M. S. (2021). Understanding the service quality and customer satisfaction of mobile banking in Bangladesh: Using a structural equation model. *Global Business Review*, 22(1), 85-100.
12. *Management Functions and Organizational Behavior of the City Bank Limited, Bangladesh*. Majorstudy.blogspot.com. Retrieved 22 January 2022, from <http://majorstudy.blogspot.com/2015/09/management-functions-and-organizational.html>.
13. Naeem, M., & Ozuem, W. (2021). The role of social media in internet banking transition during COVID-19 pandemic: Using multiple methods and sources in qualitative research. *Journal of Retailing and Consumer Services*, 60, 102483.
14. Ntayi, J. M., Munene, J. C., & Eyaa, S. (2010). Salesforce behavioural performance of accounts relationship managers (ARMS) in Uganda's commercial banks: A qualitative analysis. *Journal of Retail & Leisure Property*, 9(1), 5-23.
15. Panfilova, E. E., Borisova, V. V., Demidov, L. N., Ushanov, A. E., & Maramygin, M. S. (2019). The assessment and management of credit risk of commercial banks. *Opcion*, 35(Special Issue 23), 613-627.
16. *Report on Banking Activities Analysis of The City Bank Limited - Assignment Point*. Assignmentpoint.com. Retrieved 22 January 2022, from <https://www.assignmentpoint.com/business/finance/report-on-banking-activities-analysis-of-the-city-bank-limited.html>.
17. Ryba, K. *How to Improve Employee Engagement in the Banking Sector*. Quantumworkplace.com. Retrieved 22 January 2022, from <https://www.quantumworkplace.com/future-of-work/employee-engagement-in-banking-sector>.
18. Ryba, K. *How to Improve Employee Engagement in the Banking Sector*. Quantumworkplace.com. Retrieved 25 January 2022, from <https://www.quantumworkplace.com/future-of-work/employee-engagement-in-banking-sector>.
19. Siahaan, E., Gultom, P., & Lumbanraja, P. (2016). Improvement of employee banking performance based on competency improvement and placement working through career development (case study in Indonesia). *International Business*.
20. *The City Bank - Wikipedia*. En.wikipedia.org. Retrieved 22 January 2022, from https://en.wikipedia.org/wiki/The_City_Bank.

21. *Top 13 Essential Basics of Banking Skills / Collegenp.* Collegenp.com. Retrieved 22 January 2022, from <https://www.collegenp.com/article/basics-of-banking-skills/>.
22. Torre Olmo, B., Cantero Saiz, M., & Sanfilippo Azofra, S. (2021). Sustainable Banking, Market Power, and Efficiency: Effects on Banks' Profitability and Risk. *Sustainability*, 13(3), 1298.
23. *Training and development - Wikipedia.* En.wikipedia.org. Retrieved 25 January 2022, from https://en.wikipedia.org/wiki/Training_and_development.
24. *What is Human Resource Planning ?.* Managementstudyguide.com. Retrieved 25 January 2022, from <https://www.managementstudyguide.com/human-resource-planning.htm>.
25. *What is the Difference Between Recruitment and Selection? • SpriggHR.* SpriggHR. Retrieved 25 January 2022, from <https://sprigghr.com/blog/hr-professionals/what-is-the-difference-between-recruitment-and-selection/#:~:text=Recruitment%20refers%20to%20the%20process,a%20job%20in%20the%20organization>.
26. Yasmin, S., Alam, M. K., Ali, F. B., Banik, R., & Salma, N. (2021). Psychological impact of COVID-19 among people from the banking sector in Bangladesh: a cross-sectional study. *International Journal of Mental Health and Addiction*, 1-15.
27. Yusuf, M., & Ichsan, R. N. (2021). Analysis of Banking Performance in The Aftermath of The Merger of Bank Syariah Indonesia in Covid 19. *International Journal of Science, Technology & Management*, 2(2), 472-478.
28. Zhang, L., Guo, X., Lei, Z., & Lim, M. K. (2019). Social network analysis of sustainable human resource management from the employee training's perspective. *Sustainability*, 11(2), 380.
29. Zhong, Y., Li, Y., Ding, J., & Liao, Y. (2021). Risk management: Exploring emerging Human Resource issues during the COVID-19 pandemic. *Journal of Risk and Financial Management*, 14(5), 228.

Appendix

List of Interview Questions

1. Do you have any idea about contemporary banking?
2. Do you think there is a relationship between employee skills and banking services?
3. What are the qualities/skills that a bank looks for in its employees?
4. How did skills requirements change post-Covid?
5. How did the banks' operations transform in recent years?
6. How can employees contribute to making a bank sustainable?
7. How do a bank's resources influence an employee's skills and productivity?
8. What does a bank do to fill up the employee skills gap?
9. Do you think the banks' employees require training or skill development programs to make banks better in terms of sustainability?
10. How do long working hours of the banking industry affect employee motivation and employee skills?