

Report On

**The Determinants of Green Banking Adaptation in
Bangladesh: The City Bank Limited Banking Perspective**

By

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

BRAC Business School
Brac University
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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

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Letter of Transmittal

Nusrat Hafiz

Lecturer,

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66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

Dear Sir / Madam,

This is my pleasure to display my entry level position and provide details regarding' Recruitment and Selection Procedure of the City Bank Limited, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in as significant a compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

Fardin Ahmed Jilany

Student ID: 18304066

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Date: September Day, 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 Fardin Ahmed Jilany for the responsibility to prevent information disclosure of the firm's classified data.

Fardin Ahmed Jilany

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Acknowledgement:

I am very thankful to almighty Allah for giving me the strength, ability and courage to accomplish the internship program and report despite various complications. I would like to express my sincere thanks to my Supervisor, Nusrat Hafiz Ma'am, Lecturer, BRAC Business School and to my Co-Supervisor, Dr Md Asadul Islam Sir, Assistant Professor BRAC Business School, for providing me with advice, comments, and suggestions throughout the semester and helping with the report. Also, I would like to express my sincere gratitude to Sabiha Parvin, Senior Customer Service Manager, Sonargaon Janapath Branch who played a vital role as an office supervisor at the City Bank Limited

Executive Summary

The report has been prepared to emphasize on green banking adaptation of the employees and customers of the City Bank Limited where I have taken my internship of 3months period. I have gathered experience on the use of green banking products and how customers are getting adapted, meanwhile how the employees of the City Bank Limited are getting with the policies of Bangladesh Bank on green banking. The main responsibilities of mine was providing information regarding our City Touch App, CDM, ATM and other retail banking customer services.

An internship at City Bank Limited was a requirement for my Bachelor of Business Administration from BRAC University's Department of Business Studies.. The internship lasted for three months and was in the Customer Service Department and Green Banking Service Department. This report is based on that experience. Because I had never worked in a setting that mimicked a real-world business environment before, I gained invaluable knowledge from every hour I worked in Customer Service and Green Banking Service. City Bank's Customer Service team is one of the industry's most well-organized and highly regarded teams. They also have a more streamlined and professionally run green banking division. This report discusses how the above mentioned policies and practices align with the corporate strategy. I have a limited amount of knowledge and experience. Although this report has been translated from the real world to the virtual world, I have attempted to make it as easy to understand as possible.

Keywords: Green Banking; CBL; Retail banking, Customer

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List of Acronyms

CDM	Cash Deposit Machine
ATM	Automated Teller Machine
CBL	City Bank Limited
PCBs	Private Commercial Banks

1.1 Student Information: Name, ID, Program and Major/Specialisation

Name: Fardin Ahmed Jilany

ID: 18304066

Program: Bachelors of Business Administration

Major: Marketing

Minor: Finance

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division, Address

Internship Period: 8/June/2022 to 8/September/2022

Company Name: The City Bank Limited

Department: Client Service Division, Retail Banking.

Address: Sonargaon Janapath Branch, Sector 12, Uttara, Dhaka-1230.

1.2.2 Internship Company Supervisor's Information: Name and Position

Company Supervisor: Sabiha Parvin, Senior Client Service Manager.

1.2.3 Job Scope – Job Description/Duties/Responsibilities

The main responsibility as client service officer was dealing with customers. I have ensured that people get the proper service without any hassle. Sometimes I have to go to survey the customers regarding our service whether we should follow different techniques. Moreover there are few specific duties that I had to perform. Like;

- In the Customer Service department, I guided the customers to fill up the account opening form.
- I had provided the information regarding different schemes which are offered by the City Bank Limited.
- I was directly involved in preparing all the loan and card files including student files.
- I had prepared the Internal Branch Exchange Advice for the City Bank Limited, Head office.
- I was involved in the disbursement of several Loans.
- I had to prepare a few strategies to decrease queue waiting time for the customers.

- I had to make calls to the customers whose accounts were dormant.

1.3 Internship Outcome

1.3.1 Student's contribution to the company

My employment at The City Bank Limited from June 2022 through September 2022 provided me with the opportunity to gain experience in general retail banking. During that time, I was given the opportunity to learn about general retail banking. Moreover, I have the scope of communicating with different clientele. I have contributed to the customer service and loan department. In the customer service department, I have guided the customers when they visited the bank for a specific service. In addition, sometimes it was difficult to maintain the queue for our officers. So, as a customer service officer I had to help the customers to get their service quicker. Moreover, I had to deal with several new accounts, whenever customers were coming for account opening, I had to clear the initial process like, documents collection, form collection, required signing and card preferences of customers which really helps the bank in decreasing the waiting time and accelerate the customer service. Apart from these, I helped customers with the CityTouch App, RTGS, BEFTN and CDM, as many of them are not well with the technology.

1.3.2 Benefits to the student

The City Bank Limited is a well-recognized Bank. The work environment of the bank is a very dynamic and winning culture. Every employee of The City Bank is aware regarding people managing philosophy and transparent to the customers to ensure the reliability. As a new beginner, there are lots of things to learn in the City Bank Limited. Along with learning about the loan division's procedures and the overall retail banking products, I also gained management skills and improved my ability to interact with the public because I had to interact with more than 200 people every day. I know how to manage the customers even if they get angry with the service. Moreover, as a socially responsible organization the City Bank Limited keeps the green banking policy first. So, all the employees are required to know and maintain the policies.

1.3.3 Problems/Difficulties (faced during the internship period)

City Bank Limited has a huge customer base because of its repute as a leading bank. However, the customer service of CBL is not quick due to the lack of required computers and officers.

Moreover, as CBL follows the traditional way of collecting documents of loan and account opening files, it takes long waiting time for the customers which impacts the bank service quality and value of customer delight. Moreover, sometimes many officers go for training so in that time with few officers it gets more difficult for CBL branches to provide the fast service. Recently, the banking hours from 9 AM to 3 PM which is set by Bangladesh Bank is affecting the customer service more. Because consumers are not visiting or the number of customers who are visiting is very low in the early morning, but the rush develops to such an extent after twelve o'clock in the afternoon that most of the staff had to have lunch after they left the office.

1.3.4 Recommendations (to the company on future internships)

- Branches should focus on better customer service. In addition, the officers should provide the required services of customers by maintaining a proper queue.
- The City Bank Limited should increase the green banking facilities by improving their Ekhoni Account App and CityTouch App so that customers barely need to visit the bank.
- The City Bank Limited should increase their training strategies where they can add how the officers can deal with every customer even if it is getting late to provide service to them.
- Apart from customer service, the branch managers should have the power of disbursing loan files to reduce the disbursement time.
- The City Bank Limited should ensure proper job description which will guide the supervisors of interns to making their responsibilities more visible.
- The City Bank should focus on increasing service products to grab and hold the competitive market.
- The Bank should create a direct Hotline number to connect with IT or other departments to help the customers who are in emergency.
- Each Branch should consist of two and more interns to make scopes of learning for each of them.

Chapter 2: Organization Part

2.1 Introduction

In 1983, 12 young businessmen established Bangladesh's first private bank, The City Bank Limited. The administrative offices of CBL can be found at Gulshan 2 in Dhaka. In addition, the financial institution provides an extensive array of services, including retail banking, corporate finance, banking for small and medium-sized businesses, digital banking, banking for women, asset management, securities and equity brokerage, and many others. It has 137 branches around Bangladesh. Even it has few international branches. In 2022, The City Bank Limited earned the top ranked customer service provider bank.

The City Bank Limited follows its core 5 values which are,

- Customer Satisfaction.
- Concentrated on Outcomes.
- Motivated and inspired.
- Accountable and Confounded.
- Courageous and Honorable.

This bank started out with the altruistic goal of bringing about positive changes. Specifically, within the management and financial services industries. Currently, The City Bank provides services to its clients both domestically and abroad through 82 branches located throughout the nation and roughly 300 overseas correspondents who cover all major cities and business hubs worldwide.

The services include a wide variety of commercial and industrial industries and can be tailored to the specific requirements of each individual client. They are distinct from a high caliber of prompt and individualized service. The CBL now offers expanded service offerings. The vast and ever-expanding domestic network delivers and transports a wide assortment of products and services to millions of homes.

It has undergone recent changes. Customers are attracted to banking services such as ATMs, credit cards with dual currency capabilities, and online offerings. The bank desires to implement real-time Internet, SMS, and telephone banking systems as soon as possible, utilizing all existing delivery methods.

Nationally and internationally, the Bank has been lauded for its exceptional performance. In 2000, According to a report in "ASIA WEEK," The CBL is just one of 12 banks in BD that made it into the top 500 banks in Asia. This ranking was established using asset, deposit, and profit. In addition, among the "Top Ten Companies," the Prime Minister of the People's

Republic of Bangladesh singled out the CBL. “Their Board of Directors is made up of 13 illustrious businessmen. The bank's chairman is Mr. Deen Mohammad, a pioneer in the Bangladeshi business and industrial sectors and a successful entrepreneur in the private banking sector.

2.2 Management Practices

There are several departments in the City Bank Limited. Like; Customer service department, Cash Department, Card operations, Remittance division, Foreign Exchange department, and Admin and Human Resource department. All the departments are controlled by the departmental head and instructed by the Committee of Directors. In addition, they consist of six hierarchical wings. In addition, City Bank's management team is tasked with maximizing long-term profitability for the bank. Organizational sustainability is built on the solid groundwork of the bank's accomplishments, and this is in large part due to the dedication to good governance standards and the significant role of the Board of Directors, top leadership, and professional employees. In terms of leadership, the City Bank Limited focuses on participated and autocratic leadership. Because in every branch of the City Bank, the branch managers are being asked to conduct meeting and discuss regarding the overall improvement of the bank, meanwhile, the employees are highly appreciated to give their own opinion for the banking operations. However, when yearly targets are needed to be met the branch managers play an autocratic leadership role where the managers put their branch target and time limit to the employees.

Furthermore, there is a norm of doing meetings in The City Bank Limited before the office starts. The Branch Manager seats with their employees and discusses the daily goals and the strategies to achieve the goals. Moreover, the Branch Manager and Branch Operation Manager always guide the employees on how they can retain customers and sell the service. Regular employees are eligible to receive bonuses, incentives, and other benefits in addition to their base pay. Additionally, the extra amenities that City Bank Limited provides for its employees are gated for these types of personnel. Even so, we must say getting a customer's attention is not easy, but BOM and BM set the standards for the rest of the team to follow. Besides, they have some management goals like recruit the most qualified candidates who can serve as a bank's better commodity, use motivation theories to managing the staff, Organize and oversee the responsibilities and connections within the bank. Any organization that relies heavily on its workforce to successfully carry out its mission and realize its vision over the long term must

invest in selection and recruitment. Therefore, effective candidate selection is a crucial component of human resource management, which is supported by the City Bank Limited's human resource division. One notable example is The City Bank Limited's CV Bank in HRD. They will shortlist resumes from the CV Bank or compile summaries that employees have recommended for direct interviews. After that HRD will then follow the straightforward hiring procedure to complete the hiring process. To add more, the Human Resource Department shortlist resumes and provide those to Recruitment Department where the candidates are asked to sit for interview sessions accordingly. After the interview session, the Recruitment Department provides names of the selected candidates and Human Resource Department put the candidates in different branch. Management committees may extend a job's scope if they decide to upgrade a position. They are promoting reviews of the Job Content, Responsibilities, aspects; Organizational structure shifts and so on. To justify the need for the change, they must provide a thorough justification. Overall, their management strategies are quite impressive.

For the new employees the City Bank limited arranges 3 months training program including the benefits and salary. After the training the employees have the opportunity to get transfers in different branches. Moreover, the employees are called for different training sessions monthly in the Head Office. Furthermore, the employees of the City Bank get salary raise based on yearly performance. For evaluating the employees every head of the departments follows the rating system of 1-10 or the straight ranking appraisals. Though it is an oldest technique of rating the employees but it helps the branch managers to grade an employee specifically.

2.3 Marketing Practices

The City Bank Limited places a strong emphasis on word of mouth marketing. The bank strictly ensures the value of customer delight. Everyday customers are getting top service and in return they are recommending the bank to their relatives and acquaintances. Members of City Bank of Bangladesh's (CBL) American Express Card can purchase expensive items with 0% interest each month. In order to increase card acquisition, CBL must develop new marketing strategies that encourage cardholders to use their cards to the fullest extent possible. SME and corporate clients are The City Bank Limited's primary target clients. The city bank has the loan opportunity for women entrepreneurs and Zero (0) balance account opening facility. In addition, the City Bank Limited has 'one stop service' where the customers do not need to move one counter to another. Because the client service officers serve the customers in one desk like, giving the cash by clearing the check at once. Furthermore, the City Bank

continuously informs their customers regarding different card offers and service benefits via SMS and mail which really help the account and non-account holders' customers. Moreover, other digital platforms have been used by the bank such as digital billboards, social media platforms and so on. Also, they can send money, pay bills and also can do various other activities through their own web-based websites. For example, they can apply for loans, make payments and take out loans. City Bank also offers a mobile application under the name "City Touch." Customers can download the app with ease from the Apple Store or Google Play Store. Customers can easily transfer money, pay bills, purchase tickets, and perform a number of other tasks using the app. In add-on City Bank may briefly describe one or two of their offers and services in their newspaper advertisements. CBL's mission is to consistently provide outstanding service by providing its customers with high-quality goods and services that are tailored to their specific requirements and are a pleasure to use. In today's experience-based economy, it's clear that factors like pricing are less important than other factors like reputation and track record. Making an emotional connection with clients is what really counts. And by satisfying the desires for ease, community, diversity, and individuality, CBL creates an emotional bond with its clientele. It turned out, after my second line of questioning, that while their approach is deliberate, their techniques are emergent. To put it another way, their strategy is intended for the long run, but their techniques are flexible enough to adapt to shifting market conditions. When it comes to advertising, CBL takes a comprehensive approach by focusing on all the possible ways in which their services and products might add value for their target audience. And it's accomplished by CBL by combining four distinct procedures.

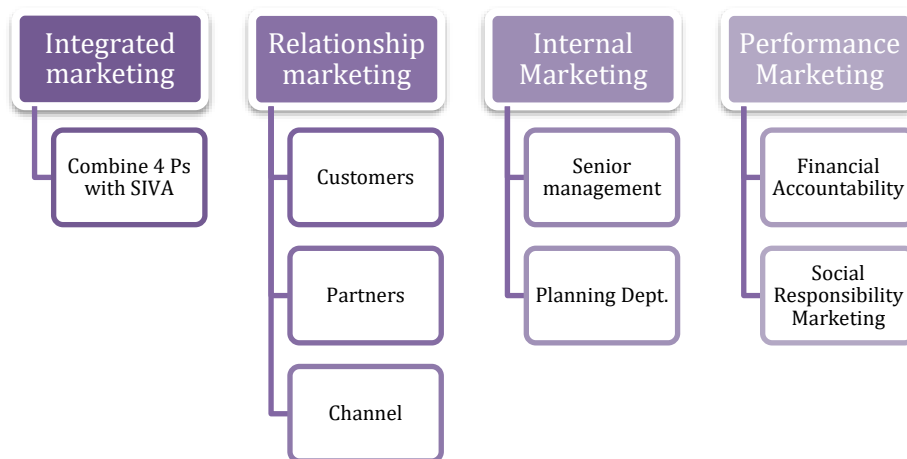


Figure 1: Four Distinct Procedures

2.4 Financial Performance

The CBL was among the earliest privately owned commercial banks, and it was able to achieve substantial expansion throughout its history. This bank's financial performance has always been highly competitive. In a recent survey, City Bank hosted an Earnings Disclosure webcast event for the first quarter of 2022. The event began with a briefing on the bank's first quarter financial performance by Md. Mahbubur Rahman, AMD & Chief Financial Officer of the bank, led by a speech from Mashrur Arefin, CEO and Managing Director of the Bank, who explained the bank's current competitive strategy. In the webcast they showed that the bank's centralized earnings per share (EPS) were BDT 0.83 from January to March 2022, compared to BDT 0.97 in the same period last year. The bank also reported a Centralized Profit after Tax of BDT 883.22 million from January to March 2022, down from BDT 1,039.21 million in the same period last year. In recent years, the bank has drawn a great deal of attention from investment communities all over the world due to its noticeable growth among Private Commercial Banks and its initiatives. As a financial institution, the bank sells and promotes a variety of services that they refer to as their product rather than having any physical goods. Banks typically expand their markets by setting up new branches in various locations and also creating a range of creative financing options for their clients. Various techniques or strategies for analyzing the financial performance of a financial institution, such as ratio analysis, trend analysis, etc. As, ratio analysis is a vital tool for quickly analyzing a company's financial statements. This ratio gives investors insight into a company's broader financial health, which improves their ability to make informed investment decisions. The balance sheet, income statement, and cash flow statement are the three financial statements that are used in the calculation of financial ratios. Additionally, trend analysis is a type of strategy that can help investors anticipate future gains in stock price. It gives a precise idea of what has happened in the past and what is likely to happen in the future. There are horizontal and vertical trend analysis types. A horizontal analysis is used to assess an organization's financial statements over time. There may be two or more statements used in a horizontal analysis. The connection between the balance sheet and the stated bottom line percentages is thus readily apparent. Assets and debts can be stated as a sum in the same way that they are listed on a balance sheet.

Financial ratios that fluctuate more than those of other banks should receive special attention from City Bank Limited. In order for City Bank to grow its customer base and expand its

banking network, the bank must implement new marketing strategies that will improve bank operations and boost remittances.

2.5 Industry and Competitive Analysis

City Bank Limited offers a service. It emphasizes improved existence and prosperity offerings due to its extensive networking and geographic reach. The Banking Company Act and the Corporation Act govern the operations of private commercial banks. Like other businesses, banks are in it to make money and be stable. Banks have obligations to society in addition to making a profit.

The industry structure of City Bank Limited is determined by the **Porter Five Forces**:

- Potential new entrants, such as FinTechs and digital-first businesses, pose a significant threat.
- Since banking is a well-established, important service, it faces less competition.
- Customers have a lot of leverage due to product standardization and abundance, but there's still a lot of room for development because services are what really set businesses apart.
- Bank customers (main suppliers for banks) have high bargaining power because they can choose from a variety of institutions.
- Existing firms compete fiercely for a small pie (mostly in the metro/urban areas), but there is room for growth in the periphery.

Moreover, the group of products and services that management deems strategically significant make up the relevant market. Some overseas banks that perform similar services are The City Bank Ltd.'s main rivals. A few substitute organizations, including 7th Mutual Fund, Islamic Insurance of Bangladesh, and other government agencies, compete with them as well.

As, the initial phase in the market structure is need, followed by financing. The primary responsibility of a bank is to meet both its own financial needs and those of the economy. The City Bank Ltd. offers three types of deposits: fixed deposit, savings bank deposit, and current & contingency deposit. The bank also forms three different sorts of loans in light of the passing of time. Besides Primary demand analysis reveals product form/class expansion opportunities. City Bank needs to do more advertising to let people know about its services.

Therefore, Customer service employees should be prepared to capitalize on this situation by calming customers' fears and boosting the company's image. Customers place more significance on recommendations from peers than they do on official company messaging. It is important for The City Bank Ltd. to make an effort to increase viral sharing.

SWOT analysis identifies a company's strengths, weaknesses, opportunities, and threats. SWOT analysis separates internal (points of interest and barriers) and external concerns (openings and dangers). After preparation, a SWOT analysis determines what the organization can do to attain its goal. SWOT analysis can help City bank improve its market position by focusing on its strengths, opportunities, and vulnerabilities.

STRENGTHS:

- **Online Banking :**

After launching its online banking platform, City Bank is now able to fully automate its operations. Today, computers handle a number of previously human-only financial tasks.

- **Superior Quality of Service:**

Customers are satisfied because City Bank Limited constantly offers them high-quality services in all facets of its business.

- **Modern technology:**

City Bank Limited has constantly tried to modernize its offices. The bank owns computerized "PC Bank." Internal and sometimes consumer statements are computer-printed. City Bank Ltd features a money counter for speedy client service.

- **Corporate Reputation:**

City Bank Limited is a significant factor in the high level of trust that the banking industry has in Bangladesh.

- **Contemporary ATMs:**

Numerous people use automated banking services since they are convenient and easy to use. Banks, for instance, typically have several branches where ATMs can be used.

- **Interactive workplace environment:**

City Bank Limited's corporate culture is interactive. This environment stimulates hard effort.

WEAKNESSES

- **Decrease in staff morale:**

The concentration of decentralization reduces employee accountability, resulting in a drop in staff morale.

- **Insufficient ATMs:**

The bank is far away and has few ATMs. The ATM card's uses are limited.

- **Limited Labor:**

City Bank Limited is a small bank with a small staff. Therefore, many workers are overburdened and stay late without receiving overtime. Because of this, employees may leave, which is terrible for business.

- **Reduced reliance on private yearly reports:**

Employees aren't rewarded or punished using confidential annual reports (performance evaluation forms). Ineffectiveness ensues.

- **Reduced Advertisement:**

Unfortunately, banks' lack of aggressive advertising and marketing prevents them from reaching customers in all regions.

OPPORTUNITIES

- ❖ **Innovative merchandise:**

City Bank offers current services. City Bank Limited can grant investment rights in professional banking and other fields.

❖ **Micro-finance Sector :**

Microloans are available from City Bank for both individuals and startups.

❖ **Bangladesh Bank Assistance:**

The Bangladesh bank supports the banking sector as a government representative. This government concern advances City Bank's long-term goals.

❖ **E-banking:**

E-banking will help City Bank Limited in Bangladesh and abroad. The bank has e-banking but must offer comprehensive services

❖ **Recruitment:**

Hire more efficient and experienced workers to give faster and better service.

❖ **Far-Flung Branches:**

Remote areas can access banking through many branches.

THREATS

➤ **Central Bank Restrictions**

Bangladesh Bank regulates bank transactions, and its limits might impair operations and policy.

➤ **Modern Banking Institutions:**

Its rivals include Dhaka Bank, Dutch Bangla Bank, and Mutual Trust Bank. They're doing anything to attract high-yield clients and institutional savers. City Bank Limited must watch competitors' moves to prevent getting surprised.

➤ **Foreign Banks:**

Bangladesh's economy is expected to grow, which will lead to more foreign banks operating there. A sizable market was immediately taken up by contemporary global banks and rapidly expanding local banks, transforming bank clientele.

City Bank survives macroeconomic competition and external restraints. The **PESTEL** analysis clarifies it.

✪ **Political Factors:**

All decisions followed Bangladesh Bank regulations. On combat the epidemic, a 9% interest rate was added to loans. All banks, including City Bank, adapted by developing new business strategies.

✪ **Economical Factor:**

The worldwide branches of City Bank have benefited the economies of Malaysia and Hong Kong. Bangladesh provides work as well. City Bank contributes to the national income through creating business opportunities and providing loans, hence fostering SME growth.

✪ **Social Factor :**

Numerous financial programs were established in accordance with the United Nations Sustainable Development Goals, which permitted methodical and technologically advanced solutions for society as a whole.

✪ **Technological Factor:**

City Bank's IT investments have produced systematized solutions. Green financing and online banking solutions are examples. Digital Bangladesh would give employees tech-savvy Digital Platforms.

✪ **Legal Factors:**

Sanchaypatra keeps up the rules and safeguards for loans at City Bank. Any disagreement can result in legal action or imprisonment. As a result, City Bank provides reliable counseling, dependable services, and specialized casework solutions.

2.6 Operation Management and Information System Practices

The City Bank is not an exception to the widespread belief that information systems are an essential component of the banking environment in Bangladesh in this day and age. It brags that it uses one of the most advanced and unique information systems. In addition, they use

ORACLE for their databases, FINACLE and Trazer for their banking services, and N6 Matspee to protect data from TROJAN. Moreover, their information system is an electronic database where all data and information are recorded. Furthermore, business transactions, customer and employee relevant data, and other data types are processed by City Bank's information system, which also helps to run the banking system of the bank. The City Bank relies heavily on its information system to run its day-to-day operations. Not to mention, the City Bank has successfully introduced the American Express card in Bangladesh is a major accomplishment for City Bank's IT team. Finacle's primary duty is to provide accurate data representation so that banks can make informed decisions. In addition, they assist with a variety of other matters, including the introduction of new products and investment. The Finacle information system supports the banks' three layers. It facilitates decision-making at the top layer, improves communication and information flow, and clears the way for them to carry out their plan strategy. However, it also enables middle-level management to collaborate with upper and lower levels of management.

Moreover, for ensuring service quality the City Bank Limited follows the five values. Firstly, the customers delight where the bank prioritizes their customers' satisfaction most. Secondly, the bank focuses on their value of result driven where they ensure that beside the customers' satisfaction, they are achieving the quarterly targets. Thirdly, the employees are being instructed to be transparent and accountable towards customers while providing services. Fourthly, the employees need to be engaged and inspired in their work to provide the ultimate service. Lastly, the employees should be courageous while dealing with customers, as there will be different customers with different psychology.

2.7 Conclusion

The CBL ranks among the leading PCBs in Bangladesh. Day by day the bank's customer base is increasing. Getting into the City Bank will help to explore the banking sector more accurately. The City Bank Limited started with the vision of becoming one of the leading banks among PCBs and creating a strong social commitment to their customers. The City Bank Limited has continuous growth in their profit with higher moral and ethical standards. In addition, providing the best customer service leads the bank toward creating a higher brand image among people. In addition, the Customer Service, Cash, Remittance, Accounts, Investment, Foreign Exchange, and Administration departments are each working to meet daily objectives in order to secure the quarterly goal. In addition, the City Bank Limited ensures

keeping a stabilized economy and allocating resources efficiently. Furthermore, the City Bank Limited focuses on creating the best working environment for their employees, meanwhile, the customers' sitting areas are also kept well decorated which helps to get customers satisfaction psychologically as they are waiting in the queue, they will not feel uncomfortable.

2.8 Recommendations/Implications

The City Bank Limited must focus on their limitation to create a sustainable business environment meanwhile, it will help them to reduce diversified risk. In addition, the City Bank Limited should increase the number of officers in the branches as the customer base is huge of the bank. Moreover the number of modernized ATMs are very limited to the bank which should be taken care of by the higher authority. Furthermore, besides ATMs, the bank does not use CDMs or Cash Deposit Machines for which the customers are visiting the bank and maintaining a long queue for depositing money or paying any bills like card bills, utility bills and so on. So, the City Bank Limited should increase the quantity of CDMs as soon as possible. Moreover, the City Bank Limited has an online banking platform named CityTouch App which should be more simplified so that customers understand by visualizing the App. Furthermore, the City Bank Limited should generate an emergency helpline number so that the customers could reach them quickly, as it takes time to get connected with their call center.

Chapter 3: Project Part

3.1 Introduction

3.1.1 Background

Green banking has become a part of the important activities for the banks around the world. Basically, green banking refers to the broad activities which will help the financial sector to become environmentally sustainable in the process of saving the environment. Due to increasing global warming day by day people around the world have started to think about the environment. People are being conscious regarding using paper, plastics and polythene. Gradually, the green banking concept is being established among banks by using green financial products. Basically, in the Green Banking Practices the banks prefer to reduce the carbon footprints. Mostly, in retail banking the use of papers is huge in number. However, the banks around the world have been trying to develop this green banking practice. Even in Bangladesh many banks are conducting their operations by avoiding printed paper works. It is complicated for the clients and the employees but the effectiveness of this concept on the environment really amazed people.

Ensuring using green products like, green market green logistics, green pricing and all other corporate green products. Green banking will be beneficial for a company to upgrade the company role in the financial sector. In addition, imposing environmental management has become a necessity for a company in long run success. In Bangladesh there are many financial institutes and banks have started ensuring the proper imposing of green banking. Moreover, Bangladesh bank declared many circulars to establish green banking. Furthermore, Bangladesh Bank has announced green banking as CSR activity in 2010. ‘Policy Guidelines for Green Banking’ and ‘Environmental Risk Management Guidelines’ were released by Bangladesh Bank in 2011 and claims to be the first central bank who issued indicative guidelines for the bank on green banking. In 2022, every bank is focusing on creating new unique green banking practices. E-waste management and green credit cards are great initiatives by the banks.

3.1.2 Objective

Understanding the influence of green banking Adaptation among the customers and the employees of the CBL.

3.1.3 Significance

Many banks are aware of green banking and ready to follow the practices. In 2022, solar energy, bio-gas, hydro-power and so on will become part of green banking. Moreover, during and after COVID times Mobile and internet banking has become the most used products of green banking. Not only that, it's being ensured that using ATM cards people can pay their expenses. Moreover, if Green Banking policy ensures 0% use of carbon prints, then in Bangladesh many forests can be saved because to make paper the paper mills authorities are cutting trees. Moreover, the environment can always remain green. Not to mention, Banks can reduce the hassle of people visiting bank branches for different issues. The findings of this study can play a significant role to express the influence of green banking products in recent years.

3.2 Framework

Environmental attitude helps the bank and customers to understand their behavior. It's a must duty of a bank to establish a good corporate relationship with customers to get loyalty and banks should focus on innovative green banking products which will be eco-friendly and customer oriented. This will help the banks to ensure the value of customers' delight. In the perspective of banks, the environmental attitude will help the banks to be eco-friendly and reduce cost by optimizing the benefits of green banking.

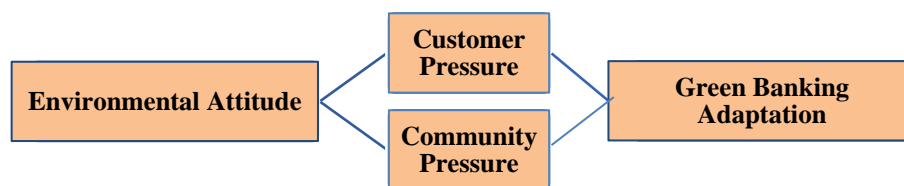


Figure 4: Environmental Attitude Model

Customer pressure in the adaptation of green banking: Customers are the core stakeholders of Green Banking. In addition, clients play a vital direct as well as indirect role in the development of green banking because it is critically important for financial institutions to use products that are both environmentally friendly and convenient for customers.

H1: The demand from customers will have a beneficial impact on the implementation of environmentally responsible banking practices in Bangladesh.

Community pressure in the adaptation of green banking: The pressure of community is really powerful that banks cannot ignore it. Moreover, the community pressure enforces banks to respond to the external environmental demands and become more committed in the establishment of green banking.

H2: It will be a positive influence of Community Pressure in the adaptation of green banking in Bangladesh.

3.3 Research Methodology

Target population elements: The population for this study consists of the bankers and customers (Male and Female) of the City Bank Limited retail banking sector which is serving the purpose of the study.

Sampling units: The basic units of the study are the employees of the City Bank Limited and its Customers including the depositors, borrowers and general customers.

Sampling frame and sampling technique: For the sample frame a database has been created to collect the respondent's information and answer based on the research questionnaire.

Sample size: in the initial stage there will be 100 customers and 100 bank employees who will be asked for an interview to know whether they are concerned in the green banking adaptation.

3.4 Research Findings

3.4.1 Frequency Distribution and Demographic Analysis

In table 1, table 2, it represents that most respondents are aged 20 – 29 which is 60% and most of them attended undergraduate which is almost 47%. Accordingly, there are 39% of postgraduate respondents and 17% of the respondents are bankers and the customers of The City Bank Limited who are directly involved with green banking. In addition, it is noticeable that almost 60% of the respondents are involved in doing daily operations by following green banking policies. Moreover, there are respondents of the age range of 30 – 39 and 40 – 49 among them there are some bankers and other customers of The City Bank Limited. The CBL has the most youth customers who are really advanced with technology. The customers of age

range 20-29 have the most excitement in trying new green banking products and they do not have much issue with

What is your age range?					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	20 - 29	60	57	57	57
	30 - 39	23	22	22	78
	40 - 49	14	13	13	92
	50 - 59	7	7	7	98
	60 - 69	1	1	1	99
	Below 20	1	1	1	100
	Total	106	100	100	

Table 1: Age Range of CBL Customers

What is your highest educational qualifications?					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	HSC - Higher	19	18	18	18
	Postgraduate	39	37	37	55
	Undergraduat	48	45	45	100
	Total	106	100	100	

Table 2: Educational Qualification of CBL Customers

3.4.2 Correlations among Green Banking Policies and Banking Operations

According to the survey interview, it seems that green banking policies and the banking operations or practices are strongly connected. It indicates that the environmentally responsible banking practices that are mandated by the Bangladesh Bank are adhered to very closely in the day-to-day activities of The City Bank Limited. In addition, the customers are highly satisfied with green banking practices in daily operations of banks, as they are getting quicker services than before. However, there are few policies of Bangladesh Bank which are being tough to adapt in the daily operations. Apart from few specific policies like online transactions through BEFTN or RTGS, people agreed that green banking is easy to adapt.

Correlations									
		"The City Bank Limited has green banking policies which are being set by the top management of the bank." Do You Agree?	"The City Bank Limited discusses regarding green banking daily to make the operations environment friendly" Do you Agree?	"The City Bank Limited has environment friendly waste management system". Do You Agree?	"The City Bank Limited helps and encourages their customers to be friendly with green banking practices". Do you agree?	'Green Banking is a vital CSR activity to increase brand image and reduce pressure from environmental groups' DO you agree or not?	"The City Bank Limited is providing quicker services after adding the value of green banking in their daily operations." Do you agree?	'Green Banking is easy to adapt' Do you agree?	'Internet Banking is comfortable than traditional banking' Do you agree?
"The City Bank Limited has green banking policies which are being set by the top management of the bank." Do You Agree?	Pearson Correlation	1	-.294**	.171	-.117	.158	.016	.058	.038
	Sig. (2-tailed)		.002	.080	.232	.105	.868	.555	.699
	N	106	106	106	106	106	106	106	106
"The City Bank Limited discusses regarding green banking daily to make the operations environment friendly" Do you Agree?	Pearson Correlation	-.294**	1	-.331**	.316**	-.121	.121	.036	.074
	Sig. (2-tailed)	.002		<.001	<.001	.216	.217	.712	.451
	N	106	106	106	106	106	106	106	106
"The City Bank Limited has environment friendly waste management system". Do You Agree?	Pearson Correlation	.171	-.331**	1	-.262**	.280**	.128	.236*	.073
	Sig. (2-tailed)	.080	<.001		.007	.004	.192	.015	.456
	N	106	106	106	106	106	106	106	106
"The City Bank Limited helps and encourages their customers to be friendly with green banking practices". Do you agree?	Pearson Correlation	-.117	.316**	-.262**	1	-.410**	.260**	.132	-.056
	Sig. (2-tailed)	.232	<.001	.007		<.001	.007	.176	.571
	N	106	106	106	106	106	106	106	106
'Green Banking is a vital CSR activity to increase brand image and reduce pressure from environmental groups' DO you agree or not?	Pearson Correlation	.158	-.121	.280**	-.410**	1	-.347**	.110	.018
	Sig. (2-tailed)	.105	.216	.004	<.001		<.001	.261	.857
	N	106	106	106	106	106	106	106	106
"The City Bank Limited is providing quicker services after adding the value of green banking in their daily operations." Do you agree?	Pearson Correlation	.016	.121	.128	.260**	-.347**	1	-.111	-.085
	Sig. (2-tailed)	.868	.217	.192	.007	<.001		.256	.385
	N	106	106	106	106	106	106	106	106
'Green Banking is easy to adapt' Do you agree?	Pearson Correlation	.058	.036	.236*	.132	.110	-.111	1	-.071
	Sig. (2-tailed)	.555	.712	.015	.176	.261	.256		.467
	N	106	106	106	106	106	106	106	106
'Internet Banking is comfortable than traditional banking' Do you agree?	Pearson Correlation	.038	.074	.073	-.056	.018	-.085	-.071	1
	Sig. (2-tailed)	.699	.451	.456	.571	.857	.385	.467	
	N	106	106	106	106	106	106	106	106

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

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

Table 3 : Correlation Result Table

3.4.3 Result and Discussion

In 2022, green banking is becoming very popular among people. Nowadays new features of green banking like waste management, banking online platforms and different advanced technologies make the work very easy. However, customers of the bank and employees might take time to adapt with the features. According to my survey, the employees of the bank are well adapted with green banking and they are willing to adopt more new features of green banking as it is making their work time consuming and affordable. In the City Bank Limited employees have positive influence on adapting with green banking and they are working on increasing Cash Deposit Machines, ATMs and updating the CityTouch App daily.

In addition, the customers of City Bank Limited are really satisfied with the service that they are providing and as green banking makes this satisfying service possible, customers are trying to adapt with green banking also. However, there are few customers who cannot use the CityTouch App, as they have some difficulties with technologies. The City Bank Limited is helping those customers so that they can easily adapt with the green banking features. From the survey it can be said that customer and community both have a positive influence in adaptation with green banking.

3.5 Conclusion

Whole world is focusing on green banking practices. In Bangladesh people are getting used to green banking. Despite the difficulties that banks are encountering, green banking is picking up full speed, due to modernization Bangladesh Bank is providing modernized circulars which helps the clients and other stakeholder of the banks to get coped up with green banking. Green banking will not only make the work easier but also save the environment. If 100% paperless banking ensured then the forests will grow really well. Moreover, every bank should take the competitive advantages by following the modernized circular of Bangladesh Bank and get a good CSR rating. To conclude, The City Bank Limited has a positive impact on customers and the community in adaptation of green banking.

3.6 Recommendation

To make green banking more popular among people Banks should ensure investment in the project which are directly and indirectly enviro-friendly like Solar Plant, ETP, and Bio-plants and so on. In addition, while giving loan banks should examine whether the loan will be used

in environment friendly projects or not. Moreover, many banks have started RTGS and BEFTN but there are so many clients who are using cheque books or deposit slips or pay orders to do the transactions. So, banks must find solutions to make those transactions paperless. Furthermore, Eco-fonts can be used while printing and both sides of the papers will also help banks in establishing green banking. Furthermore, increasing awareness of green banking banks can arrange seminars for their employees and clients.

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Appendix A.

Hello Everyone, I am Fardin Ahmed Jilany from BRAC Business School. I am doing an internship at The City Bank Limited, Sonargaon Janapath Branch and collecting data through the survey which will help me in my internship research paper. I am conducting the survey on "The Determinants of Green Banking Adaptation in Bangladesh: Banking Perspective". For the internship my supervisor is Nusrat Hafiz Ma'am, Lecturer and Co-supervisor Dr. MD. Asadul Islam Sir, Assistant Professor BRAC University. To conduct my research I need your perceptions, it would be really appreciating getting your responses as the stakeholder of The City Bank Limited.

- 'Stay at home and doing transactions are more comfortable than going to the bank and maintaining a heavy serial' do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- "The City Bank is working on setting up green branches which are more energy-efficient." Do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- "The City Bank Limited has green banking policies which are being set by the top management of the bank." Do You Agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- "The City Bank Limited discusses green banking daily to make the operations environment friendly" Do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- 'City Bank Limited has an environmentally friendly waste management system'. Do You Agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- "The City Bank Limited helps and encourages their customers to be friendly with green banking practices'. Do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- 'Green Banking is a vital CSR activity to increase brand image and reduce pressure from environmental groups' DO you agree or not?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- "The City Bank Limited is providing quicker services after adding the value of green banking in their daily operations." Do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- 'Green Banking is easy to adapt' do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- 'Internet Banking is more comfortable than traditional banking' do you agree?*

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

- How much time are you spending on using green banking products?*

Less Than 1 Hour

2 Hours

3 Hours

4 Hours

5 Hours and more

- What is your occupation?*

Your answer

- What is your age range?*

Below 20

20 - 29

30 - 39

40 - 49

50 - 59

60 - 69

Over 70

- What are your highest educational qualifications?*

SSC - Secondary School Certificate

HSC - Higher Secondary School Certificate

Undergraduate

Postgraduate