

Report On  
Analyses of the effectiveness  
of customer relationship management of The City Bank Limited

By

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17304120

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

BRAC Business School  
Brac University  
September 2022

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## Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing a 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 have acknowledged all main sources of help.

**Student's Full Name & Signature:**

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**Masuma Akter**

Student ID: 17304120

**Supervisor's Full Name & Signature:**

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**Mr. Feihan Ahsan**

Lecturer

BRAC Business School

BRAC University

## Letter of Transmittal

Mr. Feihan Ahsan

Lecturer

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

**Subject:** Submission of Internship Report

Dear Sir,

I am submitting my internship project, a requirement of the Undergraduate program. It is a wonderful honor for me to work under your direction.

The report is primarily based on "Analyses of the effectiveness of customer relationship management of The City Bank Limited." This report includes a description of my internship experience with The City Bank Limited. I worked there at VIP Road Branch for the Vice President and Branch Manager of the City Bank Limited, Sultan Mahmud, for 90 days.

As a consequence, I hope and expect that you will approve my report and provide your insightful opinion. Finding valuable and useful comments would be a tremendous accomplishment for me.

Sincerely yours.

---

Masuma Akter

17304120

BRAC Business School

BRAC University

Date: 09 13, 2022

## **Non-Disclosure Agreement**

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is established by and between The City Bank Limited and the undersigned student at BRAC Business School, BRAC University, Masuma Akter (ID: 17304120)

## Acknowledgement

To begin, I would like to express my gratitude to the All-Mighty Allah for granting me the ability to maintain my health and successfully finish the internship program offered by The City Bank Limited, VIP Road Branch. Without everyone's support it would not be possible. Next, I would want to express my appreciation to my parents for their unwavering support and assistance throughout the completion of my degree.

Secondly, I would like to commence by expressing my gratitude and appreciation to my internship supervisor, Mr. Feihan Ahsan, Lecturer (BBA Program), BRAC Business School, BRAC University, for his continuous support, guidance, encouragement, and ideas during the writing of my internship report.

Lastly, I would like to express my gratitude towards my on-site supervisor, Mr. Sultan Mahmud, Vice President & Branch Manager, Retail Banking Division of The City Bank Limited, VIP Road Branch. Without his immense support, proper guidance, and kindness this internship won't be this much smoother for me. I have get to learn so many things from him. Also I would like to convey my thankfulness to the Customer Service Team of The City Bank Limited, VIP Road Branch, specially Sharmin Akter (CSM), Sharaban Tahura Maha (CSO), Afsana Diba (CSO) for guiding and teach me the banking systems properly.

## Executive Summary

This paper concentrates on the analysis of Customer Relationship Management of the City Bank Limited. Main objective of this report is to determine the significance and effects of customer relationship management in achieving customer satisfaction at City Bank. This report contains, study methodology, sample procedure, customers survey and analysis data collection.

Secondary data have been utilized during the preparation of this research. During my time as an intern at City Bank, I was able to compile a list of all of the positives and negatives associated with the services offered by City Bank as well as the customer relationship management process. I did this primarily by observing the day-to-day operations of the bank and by speaking with customers to determine whether or not they were pleased with the bank's services. If a customer wanted to recommend something, I would write it down and let my on-site supervisor know about it. I also gather knowledge of the others activity of the bank by the conversations I have had with the bank officers.

Furthermore, it is possible to learn, by reading this report, how the various departments of The City Bank collaborate and work diligently to give the greatest quality of customer care possible. This report also contains recommendations for the bank to adopt in order to improve the quality of the services it provides to its customers.

## **Table of Contents**

<b>All rights reserved.....</b>	<b>i</b>
<b>Declaration.....</b>	<b>ii</b>
<b>Letter of Transmittal .....</b>	<b>iii</b>
<b>Non-Disclosure Agreement .....</b>	<b>iv</b>
<b>[This page is for Non-Disclosure Agreement between the Company and The Student] .....</b>	<b>iv</b>
<b>Acknowledgement .....</b>	<b>v</b>
<b>Executive Summary .....</b>	<b>vi</b>
<b>Table of Contents .....</b>	<b>vii</b>
<b>List of Figures.....</b>	<b>xi</b>
<b>List of Tables .....</b>	<b>xii</b>
<b>List of Acronyms .....</b>	<b>xiii</b>
<b>Chapter – 1 .....</b>	<b>1</b>
<b>Overview of Internship.....</b>	<b>1</b>
1.1 Details of Student:.....	1
1.2 Description of Internship Program.....	1
1.2.1 Details of Employment .....	1
1.2.2 Details about the on-site Supervisor .....	1
1.3 Internship Tasks, Duties and Responsibilities Performed .....	1
1.4 Outcomes of Internships .....	2

1.4.1 Contributions made by student to the organization .....	2
1.4.2 Benefits of the Student.....	3
1.4.3 Challenges are encountered during the internship period.....	4
1.4.4 Recommendations for City Bank.....	4
<b>Chapter – 2 .....</b>	<b>6</b>
<b>Organization Part: Company Overview, operations and Services .....</b>	<b>6</b>
2.1 Introduction.....	6
2.1.1 Objective .....	6
2.1.2 Methodology .....	6
2.1.3 Significance of the study.....	7
2.1.4 Limitations of the study .....	7
2.2 Overview of the Organization.....	8
2.2.1 Organization Profile (CBL) .....	8
2.2 Vision, and Mission of CBL .....	9
2.2.1 Vision of CBL.....	9
2.2.2 Mission of CBL.....	9
2.2.3 Objectives of CBL .....	9
2.2.4 Banking Products of CBL:.....	10
2.3 Management Practice.....	13
2.3.1 Hierarchy of CBL .....	13



2.3.2 Leadership and Decision Making .....	14
2.3.3 Recruitment and selection procedure of CBL.....	14
2.3.4 CBL’S compensation process .....	14
2.3.5 Training and development of CBL employees .....	15
2.4 Marketing Practice .....	15
2.4.1 Target customers and of CBL.....	15
2.4.2 Advertisement and promotional activities .....	16
2.5 Financial Performance .....	16
2.5.1 Liquidity Ratio .....	17
2.5.2 Management Efficiency Ratio .....	17
2.5.3 Profitability ratio .....	18
2.5.4 Leverage ratio .....	20
2.6 Accounting Practice .....	20
2.7 Operations Management and Information System Practices .....	22
2.7.1 Operations Management .....	22
2.7.2 Information System.....	22
2.8 Industry and Competitive Analysis.....	23
2.9 Summary and Conclusion .....	25
2.10 Recommendation .....	25
<b>Chapter – 3 Project Overview .....</b>	<b>27</b>

3.1 Literature Review.....	27
3.1.1 Important Elements of CRM.....	29
3.1.2 The Relationship between CRM and Customer Satisfaction.....	32
3.1.3 Customer Relationship Management in the Banking Industry .....	32
3.2 Objective .....	33
3.3 Research Question .....	33
3.4 Hypothesis.....	34
3.5 Research Methodology .....	34
3.5.1 Research Strategy.....	34
3.5.2 Data Collection and Sample Size.....	36
3.5.3 Instrumentation .....	36
3.5.4 Survey Questionnaire design .....	36
3.5.5 Data Analysis .....	37
3.6 Finding and Analysis .....	37
3.7 Conclusion and Recommendation .....	43
<b>Reference .....</b>	<b>45</b>
<b>Appendix.....</b>	<b>48</b>

## List of Figures

<b>Figure No.</b>	<b>Page</b>
Figure 1. Hierachy of CBL from website .....	13
Figure 2. Liquidity ration of City Bank .....	17
Figure 3. Management efficiency ratio .....	18
Figure 4. Profitablity ratio (ROA & ROE) .....	19
Figure 5. Profitablity ratio (Net & Operating Profit Margin) .....	19
Figure 6. Leverage ratio of City Bank .....	20
Figure 7. Workflow of the proposed methodology.....	36
Figure 8. Distribution visualization of (a) education, (b) service type, (c) most liked feature and (d) age .....	39

## List of Tables

<b>Table No.</b>	<b>Page</b>
Table 1. SWOT Analysis of CBL.....	23
Table 2. Descriptive Statistics based on survey.....	40
Table 3. Reliability statistics analysis.....	41
Table 4. Correlations Test.....	42
Table 5. Model Summary .....	43
Table 6. ANOVA Test .....	43
Table 7. Coefficient Test.....	63

## **List of Acronyms**

CBL = City Bank Limited

CRM = Customer Relationship Management

CSM = Customer Service Manager

CSO = Customer Service Officer

FS = Financial Statements

HO = Head Office

IAS = International Accounting Standards

IFRS = International Financial Reporting Standards

PO = Pay Order

ROA = Return On Asset

ROE = Return On Equity

RTGS = Real Time Gross Statement

# Chapter – 1

## Overview of Internship

### 1.1 Details of Student:

**Name:** Masuma Akter

**Student ID:** 17304120

**Program:** Bachelors of Business Administration

**Specialization:** Human Resource Management

### 1.2 Description of Internship Program

#### 1.2.1 Details of Employment

Name of organization: The City Bank Limited

Tenure of Employment: June 8, 2022 to September 7, 2022

Department/ Division: Retail Banking Division

Place of Posting: VIP Road Branch, Orchard Faruque tower, 72 Naya Palton, (Ground Floor)

PS: Palton, Dist: Dhaka-1000

#### 1.2.2 Details about the on-site Supervisor

Supervisors Name: Sultan Mahmud

Designation: Vice President & Branch Manager, Retail Banking Division

### 1.3 Internship Tasks, Duties and Responsibilities Performed

I was assigned to the VIP Road Branch of City Bank after being accepted into their internship program. I worked there under the Retail Banking Division. The tasks, duties and responsibilities I have performed there was mainly focused on the customers such as -

- Shared information regarding many CBL schemes which is accessible.
- I assisted customers in completing several forms, including forms for savings accounts, forms for current accounts, forms for credit cards such as Amex card forms and Visa card forms, forms for Sanchayapatra, Bank Statements, PO, RTGS, etc.
- Providing the consumer with accurate information on which documents are required for opening a savings account, business account, student account, fixed deposit, or other account type and the requirements for NRB payment, Remittance, and Dollar endorsement, etc.
- Used to fill up loan files including CIB, Undertaking for the customer's.
- Taking requisition for cheque book and managing cheque books.
- Managing debit cards.
- Keeping record of the solvency in the register book.
- Suggesting best Sanchayapatra offer to the customer.
- Encouraging female customers to create "City Alo" accounts, which will provide them with additional perks as a woman.
- Informing consumers that "City Bank" has an Islamic section for which is "City Islamic" for Islamic banking
- Assisting customers using the online banking software "Citytouch"
- Conduct customer satisfaction survey to find out their level of satisfaction and what else the bank can improve.

## **1.4 Outcomes of Internships**

### **1.4.1 Contributions made by student to the organization**

Throughout my three-month internship, I did my best to learn every aspect of basic banking.

As an employee of a retail division, I have witnessed how much client pressure banks must endure. Moreover, City Bank is one of the most prominent banks in Bangladesh, and they have a large client base since they offer a variety of suitable services and programs.

As an Intern in my branch, I worked through each desk. I followed my supervisor's instructions from 10am to 6pm for the duration of three months. On the other hand, the VIP Road branch is located in a commercial area that's why the branch must deal with a high volume of customers

from early morning until late afternoon. Consequently, the work pressure was greater than in other branches. To accommodate this rush, I performed so many tasks simultaneously.

I filled out several account opening papers and attended to customers to address their concerns.

If they wanted to create an account, I provided them account opening forms; if they wanted to do a pay order or take bank statements or proof of solvency, or wants to do RTGS or shanchaypatro I gave them forms which is required and guided them to fill up or most of the time I filled them up for the customers.

I used to assist CSO officers with t cheque books, debit cards, and shanchaypatro.

I used to collect requisition for checks took signatures from the customer and send them to the further processing. Thirdly, I used to receive debit card and maintained records of the number of cards delivered and how many cards are remaining. After that, I proceeded with clearing cheque. Moreover, city bank offers the "Citytouch" app, which is essentially an online banking platform. Many customers require sufficient instruction to become familiar with this, and I assist them with how to use this app properly and how it may save them time by reducing the need to visit the bank.

#### **1.4.2 Benefits of the Student**

Banking sector is a huge sector, it has so many things to learn. The customers of bank will never know the inside scenario of a bank. This is another evidence that theoretical perspectives do not always match for the complexities of the real world. The majority of VIP Road Branch workstations were seen throughout my three-month internship. I have studied how banks generate a profit from deposits and loans.

I learn, the after scenarios of bank such as- to open a bank account on the banking software after customer gave proper document and fill up the form how actually an account get to open. Which is after having proper documents of a customer the CSM search for SDN and De-dupe and NID verification of that customer in their server. After verifying all the documents and if the customer does not have any sort of negative records than the CSM give a number for the customer's account which is basically called the account number and without working in bank one cannot know about these things. Moreover, another important thing was how to deal with clients patiently with loads of works pending and I have to say CBL offers great customer service, no matter how much the



customer rush they face in the branch or how much work load they are bearing they always ensure a good customer service and that's why they always face a huge rush of customers. Besides, another thing I get to know that how they assess risk, among other things. In the part on deposits, I learnt about interest rates and tax rates, as well as how the income of customers affects the quantity of their deposits. At addition, I saw the in the cashier's area. Maintaining currency in the vault. As I have to go there at 10am and I used to leave at 6pm which made me be punctual and made me learn the corporate life routine.

#### **1.4.3 Challenges are encountered during the internship period**

Bank works with lots of work at a time and they have to maintain strict safety and security regarding each and everything. The biggest obstacle that I have faced there is I was not allowed to work with computers or any of their software's as it was strictly prohibited that without any permanent or registered employee one cannot use them. Because of this reason I could not use them but what I did was I learned, how the employees are doing their works on those banking software's. Moreover, VIP Road Branch is one of the busiest branch of City Bank and the customer pressure on this branch is huge, so maintain customers from 10am to 4pm was bit difficult challenge.

I have realized that theory and practice are not identical in many respects, although it has only been three months since I first realized this. Moreover, this was not a long enough span to discover every inconsistency that existed between theory and practice.

#### **1.4.4 Recommendations for City Bank**

I worked in this retail banking division for three months and observed all of its responsibilities. I have also analyzed client feedback to see whether their service is satisfactory. Following the completion of these duties, I have some suggestions for them such as-

- Staff numbers should be increased in order to speed up services. The CBL VIP Road branch is often staffed by a single individual who is responsible for two or three responsibilities. For instance, the individual who handles cheque books is also responsible for Pay order and is occasionally involved with Shanchaypatra and it is an everyday occurrence that requires improvement.
- To ensure the happiness of one's customers, there must to be a prerequisite training center for newly hired employees. Personnel cannot be questioned about their level of knowledge.

- The majority of the time, they do not designate a particular station in the workplace for an intern to work at. The participants were affected by this in a direct way as a direct consequence required. In order for them to do the work that had been assigned to them. In the event that companies were able to provide a position to an intern in their employ, the workstation, the interns would have been able to learn more in addition to being able to communicate with supervisors to provide direction relatively rapidly. This would have accelerated the learning process.

## Chapter – 2

### Organization Part: Company Overview, operations and Services

#### 2.1 Introduction

##### 2.1.1 Objective

Throughout the years of my Bachelor's program at BRAC University, I had gained a lot of knowledge theoretically, but in this internship program I get the chance to face the real life scenario and implement my knowledge to the right place. In addition, now that I have the chance to work in the banking industry, my primary goal has been to acquire as much information as possible in this field. Therefore, my objectives are-

- To understand the impact of customer satisfaction on general banking.
- Identifying which service the customers are liking the most
- To identifying major areas of general banking to improve

##### 2.1.2 Methodology

In order to perform my study, I've chosen a data collection method that draws from both primary and secondary sources. The professionals now working at the VIP Road Branch of CBL are my primary data source. (AFRIN, M. 2018) I am attempting to conduct interviews with both CBL workers and customers. I will provide quantitative data based on City Bank Limited's financial report. This report's evaluation and explanations will be examined through the usage of suitable graphical representations.

**Primary Data:** The primary source of information will mostly come from official documents, in-person interactions and behavior observation, as well as informal chats with bank officers, staffs, and customers who are using CBL's facilities both temporarily and permanently. During the course of the internship, we will accumulate all of this information. (Sharmila et al.,2018)

**Secondary Data:** To analyze numbers, secondary data is required. Information will be gathered from the City Bank's official website, yearly financial statement, as well as from other reputable online resources and published research works.

### 2.1.3 Significance of the study

The readers of this report will receive an overview of the City Bank and how the retail division of the City Bank operates in the second chapter of this report. The reader may gain an idea of the general banking services offered by CBL as well as the types of products City Bank is offering to their customers and the facilities they have for their customers as well, which the customer's will not find anywhere else. (Birjandi, M. 2020) In addition, this section will provide some background information on CBL, including its management practices, client retention policy, information technology and administrative facility, and account and financial system. (Ahmed, M. 2018) Furthermore by this chapter, it will provide a representation of the activities that have been carried out by City Bank on a daily basis.

### 2.1.4 Limitations of the study

To make the study more understandable, assistance from diverse range of sources is required to provide data that has been kept up to date. In spite of my many endeavors, I was not successful in acquiring the essential materials that were required during the course of the observation. I only had three months for a job that needed to be done completely, but it wasn't enough. In addition, due to the large amount of customer demand, overwhelmed with work was a common theme over the final three months of my internship. (Nabi, A. 2020). Despite the fact that I was hired as an intern to get experience in the banking industry, I have found that I am responsible for just as much work as a full-time employee. For the past three months, I've been obligated to spend extra time in the bank's headquarters due to heavy workload demands.

As a result, this is a major source of discouragement for me in terms of a future career in banking. I am required to assist the CSOs and other staff the majority of the time. Furthermore, the majority of the time I had to really be on observation to learn something new in the bank because my supervisor was busy dealing with his tasks.

## **2.2 Overview of the Organization**

### **2.2.1 Organization Profile (CBL)**

The City Bank Limited is a privately held financial institution that has been operating in the country for many decades. The bank first began for business on March 28, 1983, with an authorized capital of Tk 200,000,000, divided into 2,000,000 ordinary shares of Tk 100 each, and a paid up capital of Tk 34,000,000, of which Tk 30,000,000 was paid up by its promoters and the remaining amount by the government. (City Bank, 2022) As City Bank Limited is a private commercial bank headquartered in Dhaka, Bangladesh. The bank provides retail banking, corporate financing, SME Banking, women's banking, Islamic Banking, digital banking, asset management, equities brokerage, and security-related goods and services. The number of CBL branches are 132 in total

In addition to these conventional points of distribution, the financial institution is also extremely active in the alternative delivery sector of the market. It is currently in possession of 46 automated teller machines (ATMs) of its own, in addition to an ATM sharing arrangement with a partner bank that is in possession of more than 550 ATMs, SMS Banking, Interest Banking, and other services. It has already started up the Customer Call Center operations that it has been planning (City Bank, 2022)

City Bank is one of the few regional banks that does not stick to the typical, decentralized, regionally managed, branch-based business or profit model. This makes City Bank one of the few regional banks that has this distinction. City Bank fully works in centralized way, everything they do, that must be get approval from HO first and after that the work can be done otherwise not. Instead, the bank runs its business and operations in a vertical fashion from its headquarters through four distinct business divisions. The bank is a key global member of VISA and issues cards with limitations in both the local currency (Taka) and the foreign currency (US Dollar) on a single piece of plastic that can be used abroad. In November 2009, City Bank became the country's first financial institution to offer both the American Express Credit Card and the American Express Gold Credit Card. moreover, one of its most popular products of CBL is the VISA Debit Card, which the bank is actively marketing in an effort to cut wait times at its branches. In addition, CBL offers an instant pack for their account opening services, which includes a complimentary cheque book of ten pages not only that one can take instant City Max debit card. Which is one of

remarkable card that is linked to your Savings Account and Current Account and gives you 1% cashback all year and interest on the money you've already spent.

## **2.2 Vision, and Mission of CBL**

### **2.2.1 Vision of CBL**

To have the most customer-focused and successful culture in the financial industry. (City Bank, 2022)

### **2.2.2 Mission of CBL**

- To provide a diverse assortment of items and services that distinguish and thrill the market.
- Ensuring a management structure based on participation and the empowerment of human resources.
- To achieve the highest possible level of profitability for the bank by ensuring its continued expansion.
- Uphold the highest ethical and moral values.
- Ensure that the personnel are motivated by providing them with appealing compensation and wage payments.
- Employing X and Y incentive theories in order to maintain control over the workforce.
- Consistent expansion in the field of "small and medium enterprises."
- To incorporate crucial parts of quality standards in order to strategic plans and procedures for our clients' and representatives' benefit.

### **2.2.3 Objectives of CBL**

CBL is constantly prepared to maintain the highest level of service quality by enhancing banking systems. By applying technology prudence in management and sticking to a high level of business ethics due to its established commitment and legacy. The objectives for CBL are-

- Ensuring that it continues to contribute to the national economy by increasing its profitability and achieved through an expertly planned.
- Systematically executing growth strategy for its customers and building of a company culture in international banking.

- To build a solid capital basis, produce a healthy profit, and distribute a sufficient dividend to its shareholders and identifying potential good borrowers to improve the quality of its assets.
- Gain a competitive advantage over its rivals by reducing its overall costs.
- First and foremost, giving the finest possible service to their customers.

#### **2.2.4 Banking Products of CBL:**

City Bank has huge variety of products and each product comes with different benefits for their customers. Although city bank strictly follows customer's eligibility before offering their offers to the customer. (Nabi, A. 2020) The most followed eligible criteria is customer must be an adult or if not customer must show their legal guardians proper documents and also needs to bring their guardian with them. Besides customer's nationality must be Bangladeshi.

The most popular products that City Banks offers those are-

#### **Accounts-**

- Current Account
- High Value Savings Account
- Insurance backed DPS
- Goal Based DPS
- Easy Current Account
- Savings Delight
- Fixed Deposit Account
- City Alo Savings Account
- City Alo Current Account
- New born Savings Account
- Students Savings Account
- RMG Workers Account

Moreover, almost with every account City Bank the customer gets- Instant cheque book (10 leaves), debit card facilities and a good interest rate. (City Bank, 2022) Customers can apply for safe deposit locker facility and City Maxx Card holders are eligible for cash back on certain

spending amounts. For serving women with better deals they introduced their City Alo account facilities.

### **Loans-**

- Auto Loan
- Personal Loan
- Home Loan
- City Bike Loan

City bank provides different category of loans with different facilities, it has no hidden charges and it gives the best deal to its customers.

### **Cards-**

- American Express Platinum Credit Cards
- American Express Gold Credit Cards
- American Express Corporate Card
- Agora American Express Card
- Visa Platinum Card
- Visa Gold Card
- UnionPay Gold Debit Card
- MasterCard Platinum International Debit Card
- MasterCard Regular BDT Debit Card Local

City Banks card are the best selling product of CBL. Each and every cards comes with different facilities and which is specially designed for increasing our customer satisfaction. City Bank's Amex cards comes with various kinds of welcome offer, travel benefits, lifestyle benefits, membership rewards, exclusive discount program, insurance benefits and also some other benefits as well. Moreover, in City Banks other cards customers can still enjoys other regular benefits.

### **Digital Banking-**

- Citytouch
- Ekhoni Account



- CityQ
- Smart IVR

By using Citytouch app one can avail and have access to so many things which will make the banking procedure easy. CBL's customers can take so many banking services by staying at home. For example- one can pay bills, buy tickets, transfer fund, transfer money from city touch to bkaash account, one can open their own DPS and FD account by using Citytoch, customers can do pay order, customers can send money to anyone with cash by code, and also can enjoy Citytouch online banking facilities from 350 City ATM's

The Ekhoni Account app offers the simplest solution to customers, making it possible for them to open an account immediately and to give instant cheque book requisition. Moreover, CityQ provides the e-token service for their valuable customers. (City Bank, 2022)

Smart IVR provide different account service, credit card service, fund transfer, cheque related service and service regarding foreign exchange rate.

Here, it gives us a view about how CBL is performing up to date and just for assuring best service to their customers they have come this far.

### **Priority Banking-**

- Citygem
- Citysapphir

Citygem offers individualized services, wealth management services, banking privileges, and lifestyle privileges. In addition, Citygem provides banking privileges. On the other hand, Citysapphire is a brand new and premium banking solution that is only available from city bank. Every Sapphire member will be provided with a pre-approved City Bank American Express Platinum Credit Card that is uniquely tailored to their objectives. In addition, Sapphire members will get unrestricted complimentary lounge access to over 850 airport VIP lounges. They will be given CUSTOMIZED SAPPHIRE CHECK BOOKS, which allow the recipient to select from a wide choice of one-of-a-kind cover designs and corresponding cheque book pages that can be personalized to emphasize their unique position in the community.

## 2.3 Management Practice

At The City Bank Limited, candidates must meet a variety of requirements to be considered for employment. (Hasan et al., 2018). There are many different types of personnel working inside The City Bank Ltd., including normal employees, management teams, HR staff, and outsource staff. These individuals fill a number of responsibilities inside the company. The following are the management practices of City Bank-

### 2.3.1 Hierarchy of CBL

At The CBL the board of directors serves as the highest level of management and is responsible for formulating bank policies. At this time, there is one director serving as chairman, along with four other directors (Anzeer, M. 2015). It is important to highlight the fact that the managing director also serves as a board member. Individuals who have exhibited experience and ability in the disciplines of finance and banking, commerce, business, industry, and other related fields are considered for director positions. The chief operating officer is responsible for carrying out all responsibilities, and reports to the board for direction. The officer, along with any other line and staff employees, are chosen by a recruitment committee that is housed within the bank's Human Resource Division.

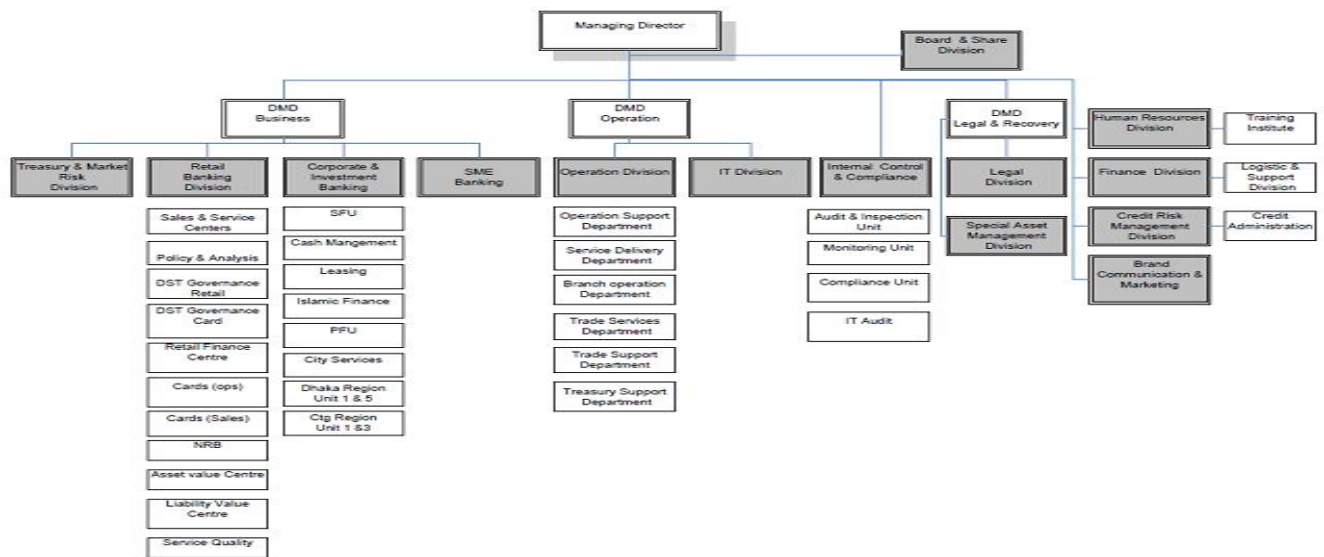


Figure 1. Hierarchy of CBL from website

### 2.3.2 Leadership and Decision Making

The CBL's department of human resources exists to assist individuals and organizations in reaching their goals. Along the way, they face a number of issues as a result of the organization's, societies, and workers' expectations. Both the domestic and international contexts are particularly turbulent as a result of the proliferation of challenges and the ever-changing legislation (Hasan, 2018). Specifically, regulations addressing the demand for equal employment opportunity are driving a significant portion of this transformation. The human resource department of The City Bank limited is charged with identifying ethically and socially responsible ways to contribute to the company's "bottom line."

### 2.3.3 Recruitment and selection procedure of CBL

**Recruitment:** City Bank seeks out hardworking and creative individuals who are eager to embark on a challenging career. (Islam, M. D. 2018) Their organization relies primarily on online advertisements to recruit new personnel. The majority of the time, they publish job vacancies on Bdjobs, linkdin, Facebook, and their own websites.

**Selection:** For the selection process, in order to find the most qualified and suitable personnel, City Bank employs selection processes that are both comprehensive and extensive. (Anzeer, M. 2015) The evaluation procedures have been thoughtfully developed to ensure that they provide an accurate picture of candidates' levels of knowledge and ability in relation to specific job requirements. The procedure city bank follows for their selection is-



### 2.3.4 CBL'S compensation process

The majority of the employee's performance evaluation and appraisal is consequently based on observation of how the employee is doing or interacting with a customer. Under the supervision of the Administrative Department, The City Bank Ltd. possesses a specialized department that is responsible for carrying out performance evaluations and appraisals. Throughout the course of the

year, this section of the company monitors the performance of every employee and makes recommendations for appropriate disciplinary action, whether that be a reward or a deterrent.

Because the bank does not have a particular system for performance evaluation and appraisal, it does not offer any kind of conventional reward system. If an individual is able to truly wow the authority with his or her extraordinary performance, that employee will typically be financially rewarded for their efforts. (Islam, M. D. 2018) This has a relatively small impact on the employee who is in quite a higher position on the organizational ladder. The sole form of recognition or incentive that the bank provides to its staff members in the form of a reward is the annual increase.

### **2.3.5 Training and development of CBL employees**

Training and development are commonly mentioned as being among the most critical aspects of efficient strategies for managing human resources. (Lamisa et al., 2021) It affords the worker the chance to enhance their skills, which, in turn, contributes to the enhanced efficiency of the company for which they work. On-the-job training is the method that is used most commonly and can be used in a number of various kinds of businesses. It is also one of the most flexible training methods.

The training that is provided through the on-the-job training method takes place at the location of employment of the employee who is receiving the training. This workspace could be the employee's personal office or it could be a piece of equipment. (Islam, M. D. 2018) During their time spent participating in this form of training, the employee may receive instructions on the job in addition to training.

## **2.4 Marketing Practice**

Well-developed organizational structures assist financial organizations that provide a variety of services and adhere to standard marketing techniques. Their primary marketing strategy focuses on maintaining the value of their brand across a wide range of customer demographics.

CBL engages in these marketing practices which is outlined in the following.

### **2.4.1 Target customers and of CBL**

The purchaser of THE CITY BANK LTD. could be a person over the age of 18, as people of this age earn money or keep accounts with the bank, typically in Bangladesh. In addition, there is no provision for student loans in the Bangladeshi banking system. Additionally, there is an age

restriction for bank loan applications. Those who are capable of preserving the bank's needed margin are also bank purchasers. This panel typically consists of Service holders, Industrialists, and Housewives. (Banik, S. 2019) The panel does not include persons living hand-to-mouth.

Mostly Business-people, Service holder, Entrepreneur, House-wives, student or one can say each and every individual who has their own money or who has their beneficiary income source each of them are buyer of the bank.

#### **2.4.2 Advertisement and promotional activities**

City Bank is one of the oldest and well known bank of our country it has in total 132 branches. Ever since launch of American Express Credit Cards in Bangladesh, CBL has made it a priority to offer its valued Card members a sufficient number of chances to adjust their spending routines in a manner that is more congruent with the lives that they lead on an individual basis. When CBL was first created, card members were given gratis coupons to spend at Westin, Jet Airways, and Baghdad Express. (Banik, S. 2019) Card members also receive free vouchers to use at Fantasy Kingdom, Water Kingdom, and Foy's Lake amusement park when they use their American Express cards.

In addition, CBL opened with a diverse selection of selected shops, at which Card members may take advantage of exclusive benefits exclusive to American Express Card members. Periodically, they engaged our Card members in a variety of micromarketing events, including golf, musical soirees, and other such presentations.

Lastly we can say, by giving promotional offers and discounts on their banking products, City Bank mostly do their marketing and one can get this information from their website, Facebook and linkdin.

#### **2.5 Financial Performance**

Financial ratios let companies measure their success. Different ratios measure a company's solvency, Liquidity, efficiency, profitability, leverage, and market ratios. In my 3-month internship, I studied City Bank financial statements and developed financial ratios. The City Bank gave me a management-prepared financial statement for 2019, 2020, and 2021.

### 2.5.1 Liquidity Ratio

I've analyzed City Bank Limited's current and quick ratios. I've collected three years of data from City Bank Limited's management statement. In 2019, City Bank has a low current asset to current liability. So, 2019's ratio is 3.31, which is more than 1. City Bank will have enough ability to pay its current obligations. In 2020, their ratio is 3.99, which is suitable to pay off their debt. In 2021, the ratio dropped to 2.61. Since, most of the financial institution are required to maintain a high SLR and CRR which is why we can observe a high current ration reserve for city bank ltd.

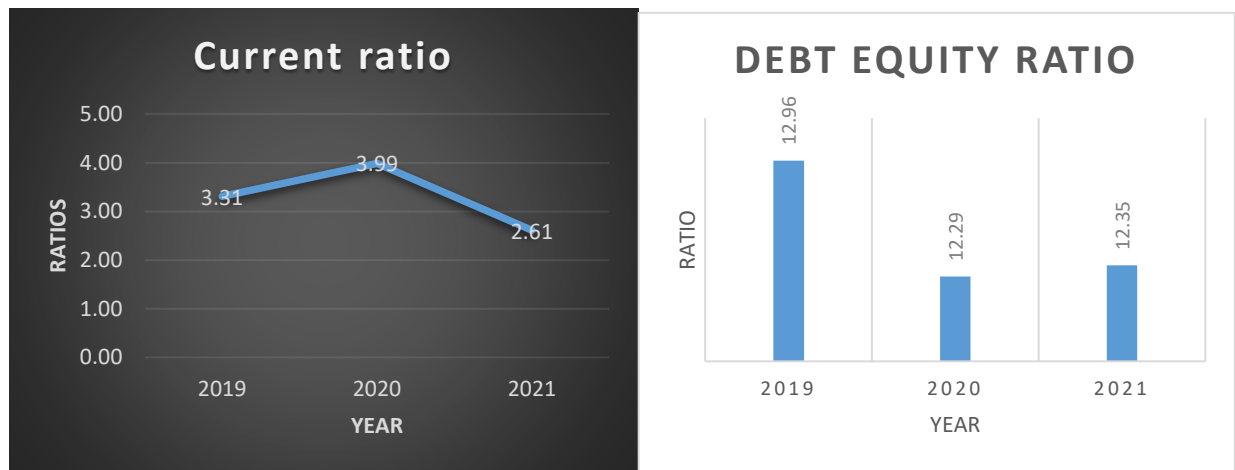


Figure 2. Liquidity ratio of City bank

In contrast, when I examined the debt to equity ratio of 2019, 2020, and 2021, I found that 2019 had the highest ratio which is 12.96. The trend of the debt to equity ratio is comparable to that of the current ratio. In 2020 and 2021. This ratio indicates that the financial institution has how much equity is available in their hand against the debt. In last three-year city bank has huge amount of debt compare to its equity.

### 2.5.2 Management Efficiency Ratio

Management efficiency ratios are used to figure out how well a company works. Here, I've used three different ratios to figure out how well management is being done.

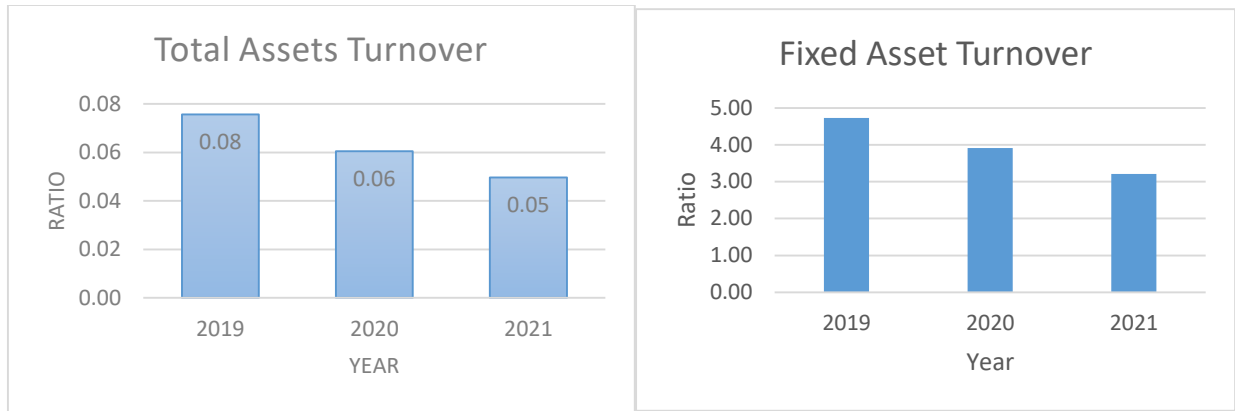


Figure 3. Management efficiency ratio

The first ratio is known as the total asset turnover ratio, and its primary function is to estimate the amount of time necessary for City Bank to earn revenue from its total asset. If we take a look at the graph in 2019, 2020, and 2021, we will notice that it is consistent with what we had anticipated (City Bank, 2022). They are able to convert a greater proportion of their sales revenue against the total asset which indicate that they are using their assets efficiently to generate revenue.

Observing the fixed asset turnover ratio, however, reveals that City Bank Limited makes optimal use of its net fixed assets to create total sales income. The trend line is downward sloping, indicating that they are progressively not able to improvise to generate greater profit in a sustainable manner. (City Bank, 2022) The turnover ratio for fixed assets was 4.73 in 2019, 3.91 in 2020, and 3.21 in 2021. The total asset turnover ratio indicates how efficiently a company or service agency converts its fixed assets into net income. In this example, City Bank's ratio of total asset turnover is increasing. The ratio of 4.73 indicates that the most fruitful year for the firm will be 2019.

### 2.5.3 Profitability ratio

Profitability ratio is another important performance measurement. Here are four City banks profitability ratios. ROA, ROE, net profit margin, and operational profit margin are the ratios. These ratios help investors and stakeholders estimate a company's ability to cover expenses and pay dividends.

Return on assets is a company's net profit from total assets. City Bank's ROA is increasing trend line. 2019's ROA was 0.70%, but 2020's was 1.05%. and in 2021 the ratio was 1.14 percent. Return on asset indicated how a financial institution using their asset to earn profit. Here city bank is doing quite well and proving themselves efficient.

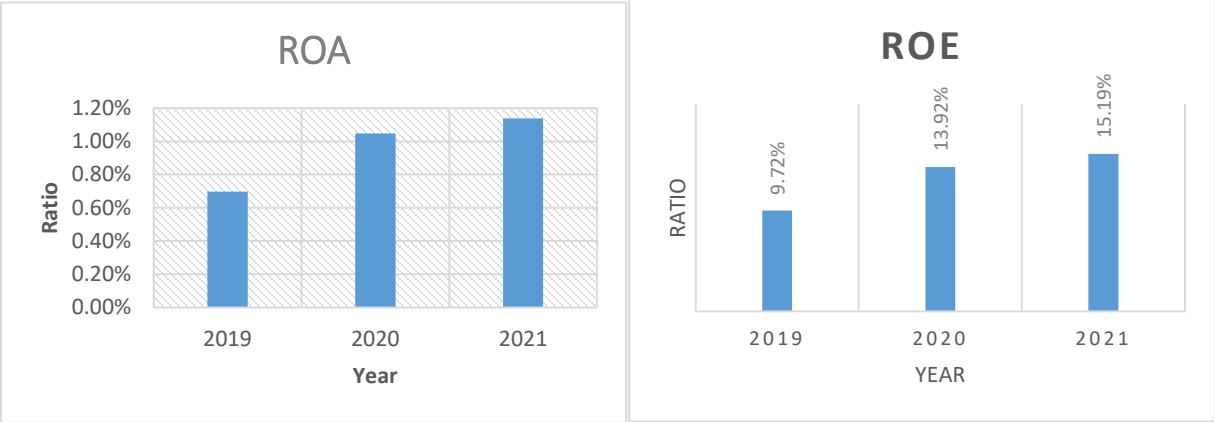


Figure 4. Profitability ratio (ROA & ROE)

Return on equity quantifies a company's net profit generated from its total equity. Observing the trend of City Bank's return on equity, we can observe that it is increasing trend line. In 2019, the return on equity was pretty satisfactory at 9.72 percent, however in 2020, it rapidly increased to 13.92 percent. In 2021, the ratio further increased to 15.19%. This proves that City bank is using their equity efficiently in term generating profit.

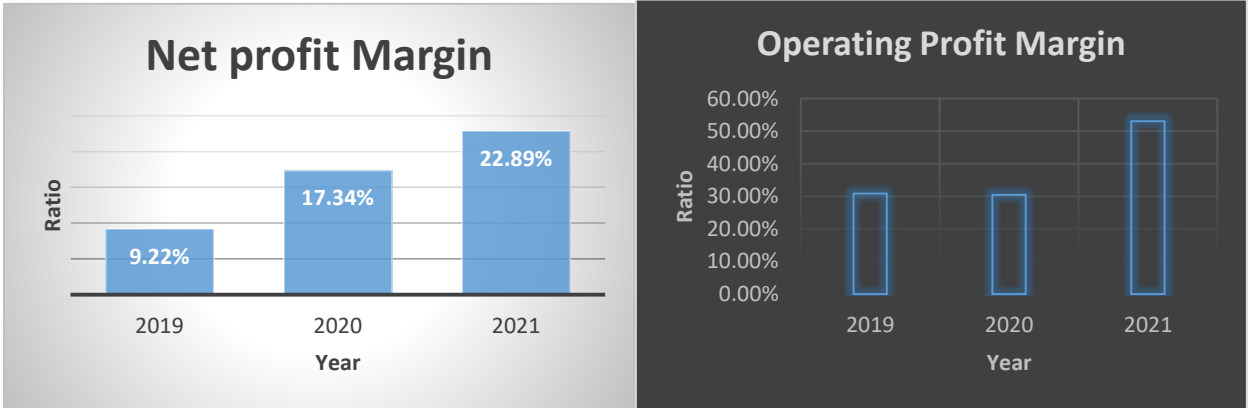


Figure 5. Profitability ratio (Net profit margin & Operating profit margin)



Net profit margin compares net income to banks revenue. City Bank's 2019 profit was 9.22%. In the next two years, their ratio boosted to 17.34 and 22.89 in 2021. During 2020 pandemic crisis the bank able to manage healthy NIM. Which affects 2020 and 2021 sales revenue (City Bank, 2022). Hence, there is upward sloping. On the other hand, in operating profit margin here we can also see an upward sloping from year 2019 to 2021. The operating profit margin during these years are 30.90, 30.43 and 53.08 percent respectively.

#### 2.5.4 Leverage ratio

The leverage ratio is calculated for financial institution in order to calculate leverage risk for financial institution. Banks usually deals with deposit and loan in order to generate revenue. Apart from that banks also sometime invest in many risk assets to earn revenue. Such invest might provide high return however these are considering as huge risk to invest in. which is why it is necessary to calculate leverage ratio.

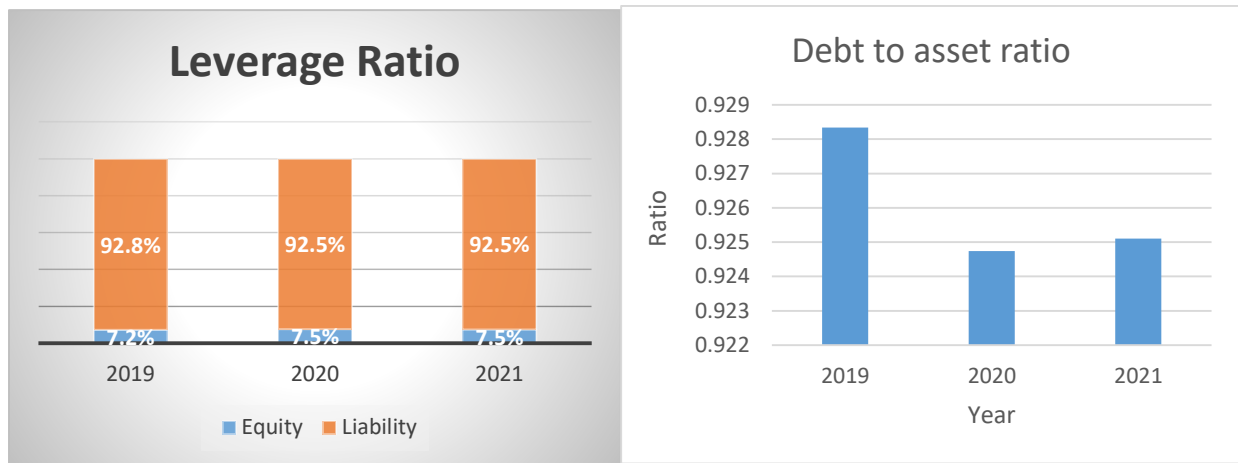


Figure 6. Leverage ratio of city bank

In the above diagram we can see that city bank is highly leveraged since they have a huge debt compare to their asset and equity. The leverage ratio of city bank remains constant from year 2019 to 2021. The ratio shows that bank has almost 92.5 percent to debt against 7.5 percent of its equity. These indicate that city bank is investing in lots of risky assets to earn extra profit.

#### 2.6 Accounting Practice

The CITY BANK corresponds to the accounting rules followed by all Bangladeshi financial institutions, as directed by the Bangladeshi central bank (City Bank, 2022). These policies adopted

by CITY BANK are also consistently implemented to all presented fiscal years for the preparation of their financial statements. In preparing and presenting financial statements, the company adheres to the IAS 1 framework for presentation of financial statements. (Mahajabin, M. 2018) The fundamental accounting principles used to compile their FS are as follows.

- **Accounting standards:** Financial institution prepares financial statements in accordance with IFRS and other laws and regulations (ICAB,2022). Historical cost convention was used to compile the statements.
- **Accounting Method:** City Bank employs accounting system like most other banks and financial institutions in Bangladesh. City bank primarily accrues revenue. To recognize expenses, they use accrual and cash basis.
- **Accounting Cycle:** The bank prepares its financial statement annually. These financial statements span 2020-2021. (CITY BANK, 2022). The Bank uses a fiscal year to record transactions, following the periodicity assumption. The bank's accounting cycle uses going concern assumption with the premise that the financial institution will be everlasting and continue financial activities in the future.
- **Depreciation Methods:** The bank utilizes a decreasing balance method to measure office equipment and furniture. The City Bank uses the measurement principle to record their fixed asset's price at historical cost or fair value. To record depreciation in its financials, the corporation uses "IAS-16: Property, Plant, and Equipment" at historical cost and cumulative depreciation. The bank has certain lease assets, so it must apply "IFRS-16" lease property to its financial statement.
- **Accounting Disclosures:** As a public limited business listed on the Dhaka stock exchange, City Bank Limited must apply full disclosure in its financial statements. They must provide their financial information to stakeholders, investors, and clients. They strictly guard their financial data. So, the bank applies "IFRS 7 Financial instruments: Disclosures to their stakeholders or directors of their banks financial situation as well as the broader public such as investors.

## 2.7 Operations Management and Information System Practices

### 2.7.1 Operations Management

The current geographical system utilized by the bank will be replaced with Business Matrix. (Lamisa et al., 2021) In order to accomplish this goal, the Board of Directors of the bank has given their blessing to the introduction of a brand new Organogram as well as Reporting Lines throughout the institution. Both within Bangladesh and globally, there is a great deal of competition among the country's financial institutions, particularly its banks (Ridam, M., & Rahaman, S. (2022).

Despite this, The City Bank Limited has made significant progress in practically every facet of its business operations. When contrasted with those of other banks in the country, the operations of the CBL are particularly understated and all-encompassing. The bank has chosen the phrase "For Relationship Banking" as its overarching mission statement in order to better unite its various operations. The major objectives of the CBL are to establish a robust capital structure, boost profitability, and offer a significant dividend to respectable investors who are likewise committed to doing the right thing by society. In order for the bank to realize the objectives that have been established for it, the management of the bank is making persistent efforts to enhance the quality of the bank's assets. Because it upholds the credo that "the line of greatness never ends," which is a very straightforward explanation. Even in this extremely cutthroat environment, the company's strategic plans and well-established business procedures will serve as a sturdy basis for the business.

### 2.7.2 Information System

In CBL for banking transaction they use different types of software. For opening new account, debit card, credit card, cheque transfer, opening credit card, bank statement, dollar endorsement, pay order, RTGS the most used software's are-

**Finacle-** The needs of financial institutions are satisfied by the solutions provided by Finacle. These needs include core banking, lending, digital engagement, payments, cash management, wealth management, treasury, analytics, artificial intelligence, and block chain.

Retail, Wealth, Islamic, Business, and Corporate Banking are some of the business segments that are supported by Finacle's numerous modern and traditional client engagement channels, enterprise capabilities, line of business components, and business segments. Finacle systems also support a number of other business segments.

**Ababil-** As City Bank also offers Islamic banking for this purpose they use this software. Ababil has benefited from the participation and input of Shariah Scholars from inside and outside the country, as well as recognized bankers and field level users, since the product's creation.

Consequently, the Islamic Shariah-based business logic of this product has matured to a level that distinguishes it from its competitors. In addition, it proved reliable after being submitted to various field tests. Ababil's fundamental feature was not developed as a byproduct of a conventional banking application, but rather from the ground up as a Shariah-compliant solution. Ababil offers a variety of software solutions to fulfill the operational needs of all Islamic banks and other Islamic financial institutions

**2.8 Industry and Competitive Analysis**

The industry and competitive analysis have been performed based on the SWOT analysis showed on the Table 1.

Table 1. SWOT Analysis of CBL

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Potential employees</li> <li>• Variety of revenue streams.</li> <li>• High profitability.</li> <li>• Well decorated workplace</li> <li>• Success of new product mix</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Centralized process</li> <li>• Lack of business communication</li> <li>• Declining share price</li> <li>• Low loyalty among customers</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Exponential Growth of the Economy</li> <li>• Customer's tastes are changing rapidly.</li> <li>• Expanding our low-end consumer base</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Customers are switching banks</li> <li>• Rapid growth of new private banks</li> </ul>

**Strength:** CBL is actively pursuing the development of new revenue streams that lie outside of the conventional financial industry as well as the regional banking market. Customers of City Bank have access to a wide variety of product combination options to choose from. Because of this element, the company is now in a position to provide improved service to a wider variety of customer groups operating within the Regional Banks industry. In contrast to the practices of other businesses operating in the Regional Banks industry. Despite the fact that City Bank's profitability is on the decline, the financial institution manages to maintain higher profit margins when compared to its contemporaries.

**Weaknesses:** The Regional Banks industry is growing at a faster rate than the company itself is currently expanding at. In such a circumstance, City Bank is expected to carefully evaluate the many trends that are occurring within the financial sector in order to identify what it has to do in order to drive future growth. This is done in order to determine what it needs to do in order to ensure its continued success. The longstanding practice at City Bank of employing innovative methods to cut costs throughout the supply chain. It is required to build a platform model in order to bring together the end customers, distributors, and suppliers of a product or service.

**Opportunities:** Customers in today's market are increasingly willing to experiment with and try out new products, due in large part to rising disposable incomes, easy access to information, and swift product acceptance of technological advances. The low inflation rate contributes to greater market stability and makes it possible for City Bank customers to acquire credit at below-average interest rates. City Bank is obliged to monitor not only larger developments in the Regional Banks business, but also broader trends in the financial sector as a whole. This will result in an increase in the consumption of City Bank's products.

**Threats:** As now the customers have lots of options of banks and especially private banks, so whenever they saw a better opportunity they are now willing to switch bank and this has become a great threat for City Bank. Moreover, lots of private banks are growing rapidly and also they are offering almost similar opportunities as City Bank and which can effect CBL negatively

## **2.9 Summary and Conclusion**

The City Bank Limited is a bank that provides its customers with the assurance that they will receive the best possible level of service. CBL is committed to ensuring that all of its clients' requirements are satisfactorily fulfilled, and the company makes every effort to offer its clientele the most beneficial bargains at all times. In addition to this, they provide a diverse selection of products, all of which come with their own individual benefits. In addition, the concept of a banking industry exists in Bangladesh, but it is still in its infancy at this stage. Every day, more and more individuals who are members of the middle class are becoming interested in it. The City Bank Limited has, from the very beginning of their existence, been capable of successfully managing their business while upholding a great reputation.

They are currently making efforts to build their own interest on capacity within the banking industry. Moreover, CBL is dedicated to providing the best possible budgetary solutions that aid in the expansion of the state's gross domestic product (GDP) through the attraction of commercial activity, the acceleration of modernization, the attainment of a positive attitude, the generation of career advancement for the young population, the elimination of homelessness, the enhancement of the prosperity of those living in poverty, and the guarantee of the state's long-term political and economic development.

## **2.10 Recommendation**

I noted a few crucial areas that the City Bank, VIP Road Branch, must prioritize for their future success. The subsequent recommendations are provided below:

- Dealing with clients and customers is an essential part of working at a bank. In many situations, banks have to deal with customers who are hurried and irritable. As a result of their inexperience in the industry, new interns are unable to deal with difficult customers. Because of their wealth of knowledge, professional bankers and senior bankers are the best people to handle difficult customers in these kinds of situations.
- As City Bank is one of the leading bank and in VIP Road branch they face huge amount of pressure every single day, CBL need to increase more man power and reduce the additional work that the employee has to do. If you provide them additional compensation, it will lessen employee unhappiness and turnover.

- When compared to the pay packages offered by other banks operating in Bangladesh, the bank in question does not offer competitive compensation.
- Ensure that the worker receives the appropriate training. Following the completion of the course, the evaluation program should take into consideration its relevance.

## Chapter – 3

### Project Overview

This chapter includes a brief and comprehensive review of previously done and published researches related to this research from various resources and secondary data for literature review, methodology for the survey analysis, hypothesis building and result analysis. It also contains the theoretical framework of the research, where it examines the relationship of dependent and independent variables.

#### 3.1 Literature Review

Over the past decade, researchers have become increasingly interested in the notion of customer satisfaction organization (CRM), leading to an increase in the number of studies and researches on CRM from a wide range of views (Hasan et al., 2015). The term "customer satisfaction" is crucial since it indicates how well a company's goods or services meet the needs of its clients. An important indicator of a service's quality is the satisfaction to which its services are pleased with its customer and any additional support they receive. Maintaining happy customers is the lifeblood of any business and the sole reason for its existence. Companies can improve customer satisfaction by focusing on the satisfaction of their customer relationships. To this end, many businesses nowadays employ CRM strategies to build and nurture lasting bonds with their clientele.

The notion of knowledge management has evolved since the early 1990s, when large consulting companies began to focus on knowledge management systems and processes with the aim of creating new avenues for innovation and boosting their businesses' collective knowledge strength. Management of organizational knowledge is established via data and interpersonal communication with clients, and it is directly tied to the organization's operations (Shaon, et al., 2015). Acquiring customer data in a sustainable manner and finding ways to put it to use to generate new value is another focus area for knowledge management (Nashwan, et al., 2017).

Knowledge management is emphasized as the most effective competitive advantage and the equivalent of the acquisition value used to effectively manage and retain existing customers, acquire new customers, and create new markets through knowledge of the needs of customers and their desires, where the management of customer knowledge is one of the most important



knowledge bases for the organization and, thus, must be at the center of the organization. From this vantage point, CRM is seen as essential to the customer's growth and survival since it facilitates communication and trust between the customer and its clientele. CKM, or customer knowledge management, is the next step in CRM. According to a group of researchers (Long, et al., 2013) The importance of understanding the needs, values, and beliefs of current and prospective customers is emphasized so that this information can be incorporated into company culture and used as a driving force for expansion. In addition, the customer's culture reflects its commitment to customers by placing an emphasis on customer relationships as central to its strategy and a motivating factor in its pursuit of a sustainable competitive advantage. From a similar vantage point, (Kumar et al., 2021) pointed out that businesses need culture-oriented consumers and provide high-value customers, with the understanding that the achievement of delivering high-value customers derived from search requirements, priorities, and expertise would boost innovation in businesses.

Customer relationship management (CRM) is utilized in the planning, management, and control of a business's pre- and post-sales activities to foster connections with customers that are both profitable and long-lasting through a deeper understanding of those customers' needs and wants (Aldaihani et al., 2018). A company needs a comprehensive system for tracking its current clientele and their individual service and sales profiles if it is to successfully implement customer relationship organization (CRM) practices and strategies for the purpose of establishing, maintaining, and growing relationships with those clients. With the help of the customer's data and profile, you may tailor your services to meet their specific requirements (Maggon et al., 2002). Customer relationship management's (CRM) greatest strength is its recognition that maintaining customers over the long term is the key to maximizing a business's profits and income. Retaining current customers should be a customer's first priority over attracting new services. And once you achieve that, everything else about the business shifts, because a happy and pleased customer is like a free advertisement for your company and will bring in new consumers on their own (Kumar et al., 2021). In this chapter, the literature review based on customer relationship from internship experience gained at the City Bank.

### **3.1.1 Important Elements of CRM**

#### **A. Relationship Development**

The connection between the company (e.g. Bank) and the customer, as well as how this relationship is handled, is essential for providing great customer service. This relationship will impact the 'goodwill' customers have for the organization; therefore, service providers must treat customers as individuals and ensure they feel valued. Relationship development comprises of strategies, procedures, schedules, and activities that aid businesses in offering services and goods to customers. Relationship development examines the structure and processing of the relationship between an organization and its customers (Gholami et al., 2015). To achieve the objective of customer satisfaction, the organization must determine the key components, such as customer retention and value creation. Monitoring the relationship management process enables an organization to attain its relationship growth aim.

#### **B. Quality of Interaction**

There are several customers and distribution channels via which the organization may interact with and maintain relationships with its customers, enabling the relationship of a lasting link. Important for the organization is to discover how and when customers like to interact with the organization. Important for creating a long-lasting relationship with customers are interactions with them over time. The nature of the relationship between a company and a customer may change over time, but commitment and trust are important to the partnership's success. The primary motives for organizations wanting to develop long-term relationships with customers are financial gain and customer value. By enhancing customer lifetime value, it has been demonstrated that firms may derive economic benefits by establishing and maintaining strong, long-term relationships with customers. Customers who are satisfied with a company's product and service are more likely to remain loyal, which boosts a customer's profitability (Kang et al., 2017). Companies should tailor and organize their interaction activities through the available touch points and distribution channels in relation with their customer profile; the gathered and managed to accumulate data and information about customers, as well as their previous records, will aid the organization in this regard. These interactions should be used for the delivery of various services/customers and for customer communication. There are several approaches to interaction management between an

organization and its customers, such as collecting customer feedback and promoting customer interaction through social networks.

### **C. Quality of Service**

Customer satisfaction is dependent on the quality of products and services. A product or service's quality is the combination of its different attributes that may promote customer satisfaction. The organization's goal of commercial success is facilitated by the provision of high-quality services (Lebdaoui et al., 2020). The organization's service quality determines the likelihood of establishing a long-lasting, pleasant relationship with its customers. Long-term customers are frequently satisfied with the company's relationship with them and the services they receive, are less likely to switch to competitors, and make it more difficult for rivals to gain market share. (Lebdaoui et al., 2020) defines service quality as the perception or judgment of an entity's overall excellence or superiority in providing a service by a customer. The magnitude and direction of the gap between consumers' views of actual service performance and their expectations constitutes service quality. According to studies, service quality has a positive effect on consumer satisfaction and a significant relationship with customer satisfaction, retention, loyalty, and the organization's profitability.

### **D. Customer Satisfaction**

Customer satisfaction refers to the degree to which customers acquired the best and highest-quality products and services based on their wants, needs, and expectations that were worth more than the price they paid. Customer satisfaction is the pleasure or discontent that results from comparing the actual experience with the anticipated experience of a product or service. The organization places a premium on satisfaction, which is associated with feelings of happiness, relief, acceptance, enthusiasm, and joy. Customer satisfaction helps companies to determine the rate of customer complaints and repurchases depending on the customer's behavior after interacting with the organization. Using the information and data acquired from customer feedback, we may determine customer satisfaction by providing every customer with the product or service they need or desire. Customers are not happy until the company's response to their expectations is good. By increasing

the perceived value of each interaction with a company, firms are more likely to enhance customer satisfaction, hence boosting customer retention rates. Customers will be happy with the services they receive, and they will be retained, hence increasing the number of loyal customers for the business. This loyalty will affect the purchase behavior of customers and result in repeat customer. In his book published in 2009, Francis Buttle argued that customer satisfaction is a delightful fulfilling reaction to the organization. Dissatisfaction is an unpleasant response to contentment. This might include the company's provided product, service, and procedure, in addition to any additional customers. The most common way for measuring customer satisfaction is to compare the client's perceptions and requirements to their expectations. According to this paradigm, customers are happy with a company's products or services if they believe their expectations have been met. Services are unhappy if a company's product or customer falls short of their expectations. Positive disconfirmation is produced when perception exceeds expectations. Companies must understand and appreciate customer requirements and expectations in order to establish what is most essential to customers, and then compare their performance with that of their rivals. Customers are satisfied and retained when they prefer your products and services over those of your rivals and choose to use a service provider's products and services again. They return regularly and become long-term repeat customers. Retaining customers is less expensive than acquiring new customers, and the services of acquiring new customers are reduced since pleased customers may serve as references to develop and attract further customers (Hassan et al., 2015). The conclusion that can be derived from the above statement is that the notion of customer satisfaction centers on the client's needs and wishes. To achieve customer satisfaction, organizations must develop a plan that enables them to interact with customers in a manner that consistently satisfies their requirements. Customer satisfaction is gaining more attention from academics and scholars and is a very significant phrase and vital tool for any organization to enhance customer loyalty, customer retention, and customer satisfaction, which boosts the companies' profitability. When customers are satisfied with a product or service, the organization receives free promotion. The current trend in the corporate world is to become more customer-centric, which involves placing customers at the center of our internal processes, activities, and plans. The companies should teach their personnel to be more customer- and service-oriented, and they should aim to give the highest quality products and services to their customers.

### **3.1.2 The Relationship between CRM and Customer Satisfaction**

It is challenging for businesses to transition from product orientation to customer focus to customer centricity. CRM systems provide customers with the relationship to manage their relationships. CRM is the strategic approach of finding preferred customers and creating interactions with them to maximize both the customer's and the organization's lifetime value through focused customer acquisition, profit-enhancing activities, and customer retention (Azzam et al., 2014). An organization can achieve customer satisfaction by delivering and providing high-quality products and services that meet the needs and wishes of its customers. Customer satisfaction encourages customers to frequently purchase and use a company's product or service. Through customer satisfaction, businesses can build customer loyalty, which is highly associated with consumers' purchasing patterns, and it also helps to grow the customer. Customers are the ultimate arbiters of product and service quality; therefore, organizations must constantly examine the demands, wants, and requirements of their present and prospective customers to achieve customer loyalty and retention (Kumar et al., 2021). There are at least three reasons why solutions for customer relationship management can affect customer satisfaction. First, firms may collect and aggregate information about their customers through interaction with them in order to reveal their hidden patterns and present each customer with a tailored product or service. CRM strategies enable organizations to give individualized products or services to their customers, thereby boosting the perceived quality of the product or service from the customer's perspective and fostering customer satisfaction. The second way in which CRM improves the customer experience for organizations is by expediting and accurately fulfilling requests. CRM systems assist customers in developing and maintaining customer connections, which is the cornerstone to customer loyalty and satisfaction (Tien et al., 2021).

According to studies, CRM facilitates the accomplishment of corporate objectives, the expansion of revenue, and the satisfaction of customers. All of the data and information gathered from the company's interactions with customers may have a positive or negative impact on the customer satisfaction level.

### **3.1.3 Customer Relationship Management in the Banking Industry**

Customers aim to give a variety of product benefits, such as time, place, and product, in service to meet the demand for products and services. The foundation of producing benefits is the creation

and marketing of customer-satisfying goods and services. The level of similarity between what is supplied to customers and their expectations influences customer satisfaction. Customers are satisfied when their expectations are satisfied. If it exceeds the customer's expectations, they are tremendously pleased and satisfied (Tien et al., 2021). A customer who is extremely satisfied with a company's product or service will remain loyal to that company and, as a result, will be more likely to acquire further products or services from that company than an unsatisfied customer. It will help to the increasing profitability of the company. Customers are disappointed if the actual services and performance of a bank product fall short of their expectations, but delighted if it meets or surpasses their expectations. In recent years, the banking market has experienced tremendous rivalry, and customer satisfaction has played a major role in the financial sectors. And it is the objective of every bank to acquire customers, particularly displaced customers. Banks must prioritize customer relationship management to increase customer retention and satisfaction through CRM which is essential to every company's efforts to boost customer satisfaction (Javed et al., 2017).

### **3.2 Objective**

The effort to retain the customer has an impact on the success of the bank, as one-on-one interaction with the customer is achieved. The objective of the research is to evaluate the importance that commercial banks like City Bank place on customer relationships and to analyze the effect that this value has on the level of satisfaction experienced by customers. To resolve the level of CRM importance in achieving customer satisfaction in City Bank.

1. To discuss the main elements of CRM applied in City Bank.
2. To determine the impact of CRM strategies on retail banking.

### **3.3 Research Question**

Based on the research objective, the following research questions have been made for thoroughly discussing the internship report,

1. How to obtain customer satisfaction to resolve the level of CRM?
2. What are the main elements of CRM applied in City Bank?

3. What are the impact of CRM strategies on retail banking?

### **3.4 Hypothesis**

In this internship report, a set of hypothesis is built to justify the objective and survey result where independent variables: quality of service, quality of interaction and relationship development and dependent variable: customer satisfaction aiming the experience in City Bank. To establish an integrated framework, research hypotheses are developed and listed below,

H1. Quality of service has direct relationship with customer satisfaction.

H2. If the quality of interaction is improved, customer satisfaction is enhanced.

H3. Developing good relationship with customer has direct with enhancing satisfaction of customer.

### **3.5 Research Methodology**

The effort to retain the customer has an impact on the success of the bank, as one-on-one interaction with the customer is achieved. The purpose of the study is to determine the customer that Commercial Banks, like, City Bank place on customer relationships and to assess the impact of this value on customer satisfaction. This report is focused on the customer relationship management of the City Bank limited also weather the customers are satisfied or not and in this report we have analysed this. To get an accurate outcome, in the whole three months' internship program I have done a proper research and survey on the customers of City Bank. Through the development of survey questions, qualitative and quantitative research methods are appropriate to our study. In this thesis, quantitative methods are utilized to test and validate hypotheses and assumptions. Afterwards, the statistical data is analysed to yield insights with practical application. Also, quantitative research approaches are crucial for the expansion of any firm. Quantitative data and analysis are crucial for making business choices due to the insights they provide.

#### **3.5.1 Research Strategy**

A research strategy is a collection of decisions that, when put together, make up a plan for gathering and analyzing data. The research can then be based on this method. Technique validation

uses methods from both research that tries to explain something and research that tries to find out something new. After ideas have been analyzed and figured out, explanatory research is done. However, causal analysis requires more research, so this is the last step in the research process. Exploratory research is the first step in finishing a project because it looks into uncharted territory. Quantitative research, on the other hand, tends to be more methodical, while qualitative research is more likely to be experimental. This thesis uses the explanatory method as its research method in order to do a quantitative investigation of the methodology. Because of this, it is possible to find patterns and come up with hypotheses that will help guide future work. For research to add to an explanation in a meaningful way, the analysis must be causal, not just correlative. After gathering the necessary information, the researcher will figure out and evaluate the different ways that two or more variables can be related. The researcher can figure out how statistically important the relationship is by looking at the level of confidence that comes with validating the correlation for the whole population, not just the group that was sampled. Because of this, the majority of these possible combinations will be very accurate. Figure 2 shows how the primary research method described in the thesis was used.

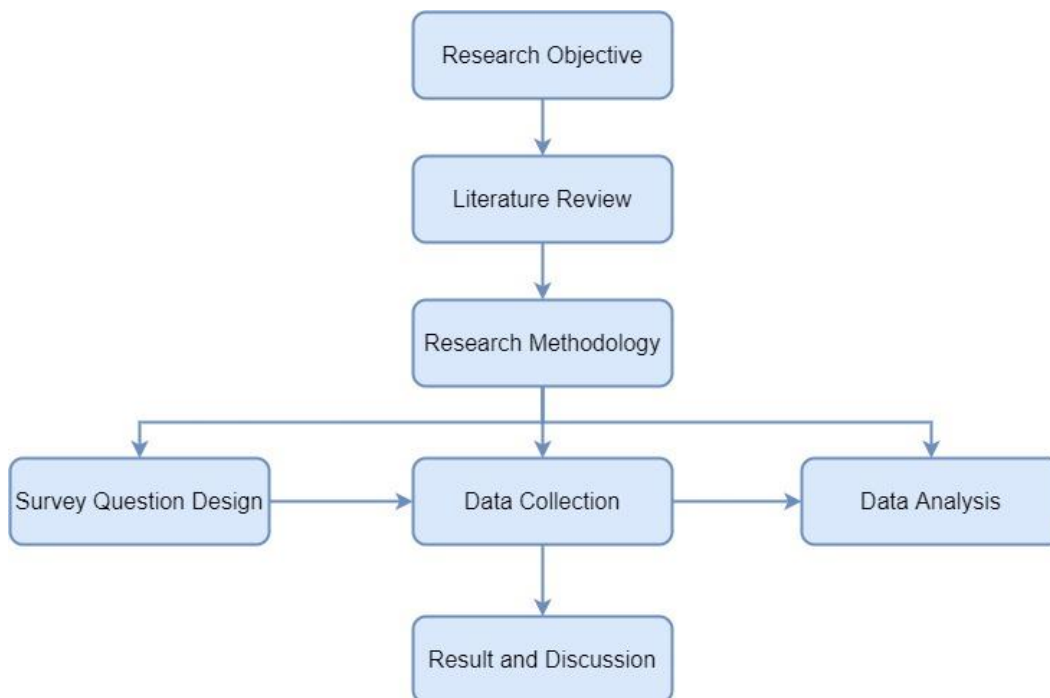


Figure 7. Workflow of the research strategy.



### **3.5.2 Data Collection and Sample Size**

The process of collecting data entails the gathering, measuring, and analysis of trustworthy research findings in accordance with established criteria for the industry. Measurement and analysis of the hypothesis are performed using the data that was collected. Primary and secondary data are the two types of data that are utilized in research. However, primary data collection was used in this study to conduct the evaluations of the components. Customers in City Bank were surveyed to determine the services of the City Bank, as weather the they are getting services as per their expectations, how was the service speed, how was the overall service of the branch, which service they like most from City Bank, are they truly satisfied or they want to recommend something. Hence, I have gathered 120 samples from each customer by doing a survey in which I ask whether they are satisfied, what their expectations are, and what further they would propose. In addition, the total number of participants or observations constitutes an investigation's sample size. Consider time and survey limit constraints. The proprietors and staff of many online sellers of e-commerce sites, in addition to several local merchants that sell both online and offline. It is difficult to ascertain precisely how their online business decisions and interests impact the managerial, logistical, and marketing performance. In addition, the complexity of analyzing all instances of these processes concurrently necessitates the use of sampling error to estimate the magnitude of the error.

### **3.5.3 Instrumentation**

Research tools that can be used to collect data from participants in studies include questionnaires, checklists, interviews, surveys and scales. The purpose of this thesis is to collect data on consumer expectations in this tough pandemic situation, marketing efficacy upgrades, and new customer outreach venues that may be leveraged to expand the digital market.

### **3.5.4 Survey Questionnaire design**

The outcomes of the study provide a more precise description of the City Bank Retail Division's recurring customers. It is not inconceivable that a well-designed survey may aid in obtaining the essential information to establish a more efficient decision-making method and aid in avoiding problems. The questionnaire for the survey has through a very comprehensive design process to ensure that it will achieve all of the study's objectives.

### **3.5.5 Data Analysis**

In order to produce answers to the questions posed by the study, the process of data analysis is used to generate graphical representations of the survey participants' responses. After constructing tables with quantiles, means, and dispersion statistics such as Cronbach's Alpha analysis, standard deviation and cross-tabulation and the Descriptive Technique are used to test a variety of hypotheses. Using graphs, tables, or computations, descriptive methods aim to describe the relationship between the variables that impact the outcomes of marketing initiatives. Bank can expand and evolve over time by implementing a range of statistical research that utilize the SPSS analysis tool. This is facilitated by descriptive statistical analysis, which offers a solid foundation for future quantitative research.

### **3.6 Finding and Analysis**

This finding emphasizes the specific aim in order to achieve the overall objective. The degree of CRM relevance in attaining customer satisfaction at City Bank is one of the major objectives of the project. Moreover, the main elements of customer relationship management are discussed to analyze customer satiation. In this internship, I tried to bring customer satisfaction in the retail-banking sector of City Bank and demonstrated a comprehensive review of factors that influences customer satisfactions. Thus, I performed qualitative analysis using SPSS to find relationships among the dependent and independent variable analyzing with regression, correlation analysis, descriptive statistic, reliability test and factor analysis.

First of all, to analysis socio-graphic, data compiled from 120 representative surveys on the sociodemographic characteristics of customers of City Bank during my internship. There were 32.5% female (n=39) and 67.5% was male (n=81) provided valid and cumulative percentages for all items provided by the online survey in Figure 8. Moreover, the figure describes the graphical overview of age distribution, most like feature of City bank and customers' education quality.

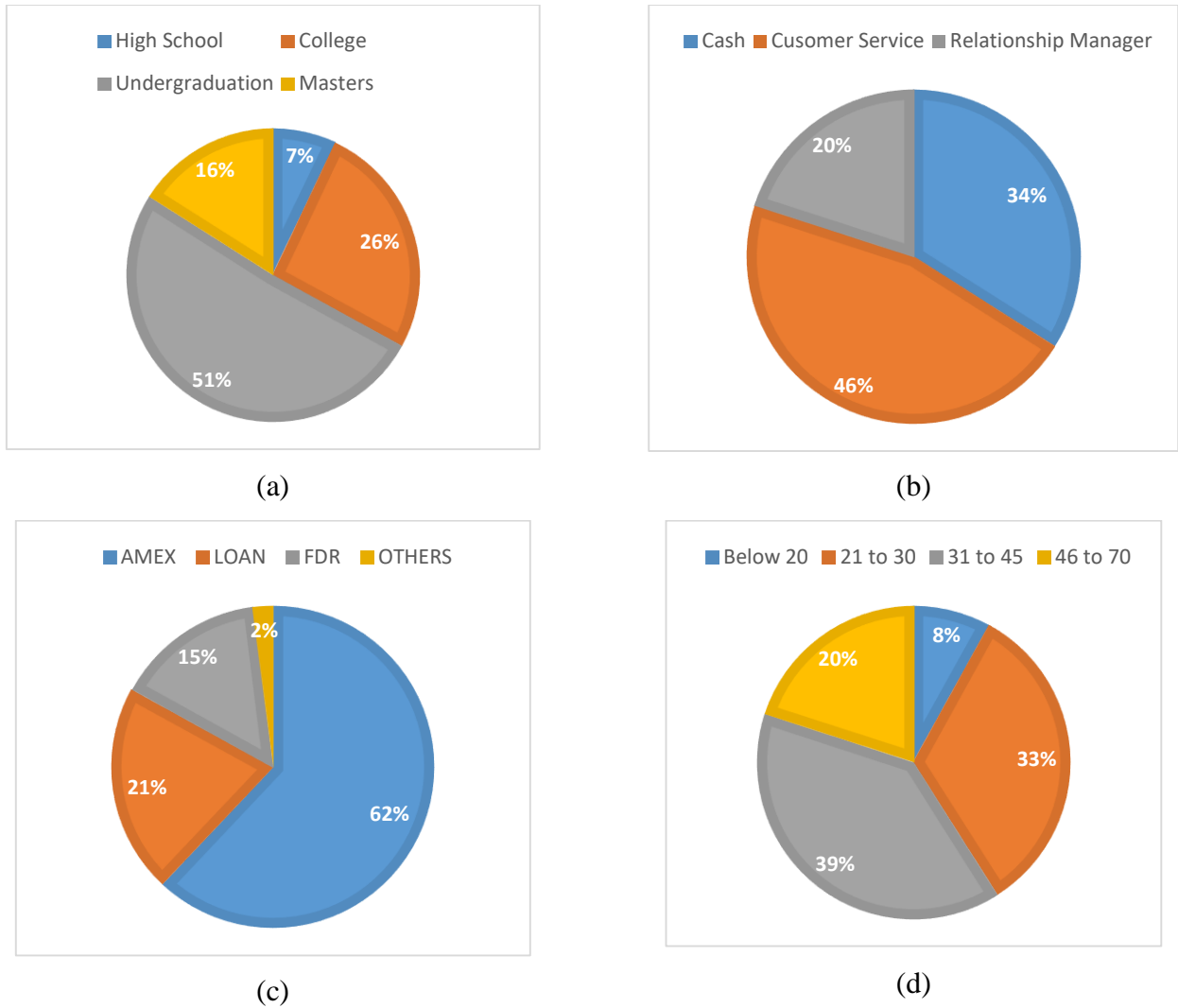


Figure 8. Distribution visualization of (a) education, (b) service type, (c) most liked feature and (d) age.

To analysis, the survey data, first, descriptive analysis has been used which is calculated using mean, skewness, and kurtosis of each item on a total of 17 questionnaires. Based on the analysis, average mean values are ranged in between 3 (neutral) to 5 (strongly agree). Table 2 shows that for relationship development (RD), the best he means value was 4.05 (agree), and rest two were neutral. For quality of interaction (IQ) and customer satisfaction (CS) all the value was ranged in 4 which is agree or close enough to strongly agreed. Quality of service (QS) also obtained average 4 (agree). Overall, all the element obtains acceptable mean value in descriptive analysis. Furthermore, 12 items have skewness and kurtosis values ranging from -1.260 to 3.037, which indicates that our data is evenly distributed for further research purposes.

Table 2. Descriptive Statistics based on survey.

	N	Min	Max	Mean	Std. Dev	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
RD1	120	1	5	3.30	.871	.759	-.666	.164	-.458	.327
RD2	120	2	5	4.05	1.126	1.267	-.671	.164	-1.077	.327
RD3	120	2	5	3.33	.878	.771	-.538	.164	-1.210	.327
IQ1	120	2	5	4.35	.855	.731	-1.228	.164	1.169	.327
IQ2	120	1	5	4.35	1.011	1.022	-1.486	.164	1.575	.327
IQ3	120	3	5	4.43	.896	.803	-1.720	.164	3.037	.327
QS1	120	3	5	4.42	.654	.427	-.684	.164	2.527	.327
QS2	120	3	5	4.25	.758	.574	-.589	.164	.074	.327
QS3	120	1	5	3.57	.655	.428	.714	.164	-.533	.327
CS1	120	2	5	4.02	1.114	1.242	-.636	.164	-1.077	.327
CS2	120	3	5	4.31	.803	.645	-.416	.164	.114	.327
CS3	120	3	5	4.26	.802	.643	-.513	.164	-1.260	.327
Valid N (list wise)	120									

In addition to this, SPSS was utilized in order to evaluate the dataset's internal consistency and to derive the Cronbach alpha coefficients (CAC) for the purpose of reliability study. The most common method for evaluating the dependability of newly collected data is called Cronbach's Alpha. During this stage of the research, Cronbach's Alpha was utilized to conduct an analysis of the dependability of all independent variables in order to provide adequate data dependability for the upcoming factor analysis. Table 3 shows the reliability analysis of the factors applied to analysis survey during the internship at City Bank. For RD, the CAC value best 0.713, indicates the accepted result. For IQ, the CAC is 0.923 indicating the excellency for all questions. For QS, the maximum CAC was for QS2 with excellent CAC value, rests are in fine level scoring 0.876.

For dependent variable, the highest two CAC were 0.957 and 0.957 denoting its efficiency towards the survey questions despite scoring accepted result for CS2.

Table 3. Reliability statistics analysis.

<b>Item</b>	<b>Scale Mean</b>	<b>Scale Variance</b>	<b>Corrected Item- Total Correlation</b>	<b>Cronbach's Alpha</b>
<b>RD1</b>	12.5	2.909	0.418	0.713
<b>RD2</b>	11.91	1.897	0.656	0.562
<b>RD3</b>	12.41	3.202	0.336	0.748
<b>IQ1</b>	10.89	6.037	0.905	0.923
<b>IQ2</b>	11.6	7.328	0.886	0.923
<b>IQ3</b>	10.68	7.16	0.914	0.914
<b>QS1</b>	10.36	3.199	0.882	0.823
<b>QS2</b>	10.11	4.193	0.923	0.916
<b>QS3</b>	10.31	3.265	0.751	0.876
<b>CS1</b>	13.33	4.568	0.654	0.914
<b>CS2</b>	13.33	3.766	0.554	0.763
<b>CS3</b>	13.25	3.741	0.697	0.957

To illustrate the relationship between sample variables, an extra correlation test is conducted. This test tested the independence of the literature review's components. Table 4 has no associations between components. The Pearson correlation test found that all variables were positively correlated, indicating that each variable had a meaningful association. The target class is CS, which has the highest positive association with QS, followed by IQ and RD, reflecting the relative importance of these elements.

Table 4. Correlations Test.

		RD	IQ	QS	CS
RD	Pearson Correlation	1	.470**	.650**	.441**
	Sig. (2-tailed)		.000	.000	.005
	N	120	120	120	120
IQ	Pearson Correlation	.470**	1	.297**	.652**
	Sig. (2-tailed)	.000		.000	.000
	N	120	120	120	120
QS	Pearson Correlation	.650**	.297**	1	.703**
	Sig. (2-tailed)	.000	.000		.000
	N	120	120	120	120
CS	Pearson Correlation	.441**	.652**	.703**	1
	Sig. (2-tailed)	.005	.000	.000	
	N	120	120	120	120

Afterward, regression analysis is performed which is a highly effective method for determining the relationships between variables. Regression analysis is used to determine the relationship between dependent and independent variables. The obtained Durbin-Watson value of 1.783 is between 0 and 2 points, indicating positive autocorrelation, and the R square value of 0.987 indicates that the input variables explain 98.7% of the variation in the output variable. Table 5 provides a summary of the collected dataset summary's findings.

Table 5. Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.994 <sup>a</sup>	.987	.987	.07263	1.783

a. Predictors: (Constant), RD, IQ, QS

b. Dependent Variable: CS

ANOVA splits componentize observed variance data. One-way ANOVA is used when comparing at least three data sets. Table 6 displays the ANOVA results for the data set. Indicating that the independent factors have an influence on the dependent variable, the significance level in the table is less than 0.05.

Table 6. ANOVA<sup>a</sup> Test.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	159.081	4	39.770	7538.857	.000 <sup>b</sup>
	Residual	2.020	383	.005		
	Total	161.101	387			

a. Dependent Variable: CS

b. Predictors: (Constant), RD, IQ, QS

Table 7 contains coefficient explanations, which illustrate that the variable with the highest -Value is the most significant.

Table 7. Coefficients<sup>a</sup> Test.

Model		Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.689	.059		11.699	.000		
	RD	-.065	.006	-.091	-11.873	.000	.560	1.780
	IQ	-.054	.009	-.052	-6.126	.000	.457	2.180
	QS	-.015	.010	-.016	-1.543	.124	.290	3.440
	CS	.915	.006	.970	151.639	.000	.800	1.240

a. Dependent Variable: CS

b. Predictors: (Constant), RD, IQ, QS

### 3.7 Conclusion and Recommendation

The City Bank Ltd. has made great achievements in practically every area of its business, and this is in spite of the intense competition it faces from both domestic and international banks that operate in Bangladesh. The activities of The City Bank Ltd. are both more widespread and more covert than those of any other bank operating in the country at the present time. The City Bank Ltd. has set its principal mission as the accumulation of a robust capital base, the generation of a robust profit, and the provision of an adequate dividend to the company's shareholders.

To accomplish these objectives, bank searches for prospective customers who would make ideal borrowers in order to enhance the quality of its assets. CBL encourage individuals to create bank accounts with the bank using their wit and intelligence, all while preserving the bank's reputation by providing facilities that are centered on providing excellent customer service. Moreover, they are always concern about their customers and wants to give the best service possible. To make banking easy they have introduced their digital banking system, which contains so features and made the banking hassle free for their customer.



From the result analysis based on surveying on 120 customers during my internship, it clearly shows the hypothesis are valid and customer satisfaction is directly linked with interaction and service quality as well as relation development.

In spite of the severe competition it encounters from both domestic and international banks operating in Bangladesh, The City Bank Ltd. has achieved significant success in virtually every aspect of its operations.

The City Bank Ltd. has set its primary objective as the building of a solid capital foundation, the development of a solid profit, and the distribution of a sufficient dividend to the company's shareholders. To achieve these goals, the bank seeks prospective borrowers who would be perfect in order to improve the quality of its assets.

Based on the conclusion the following recommendations are provided for managing relationship with customers, which can help to acquire new customers and maintain good theme.

- The bank should upgrade its system and collect, integrate, analyze, classify, and store customer data by conducting customer surveys, questionnaires, and interviews to understand their present needs and wishes.
- For the bank to boost quality satisfaction, it must prioritize fulfilling the customers of its customers by providing superior services.
- The interaction between bank employees and customers has a substantial impact on customer satisfaction. This remark will enable City bank to surpass its competitors and thrive on the market for a longer period of time and this part of the bank's services should be improved in order to reduce customer wait times.
- The government should conduct a session to raise awareness about the importance of customer relationship management to the financial industries, especially the banking sector, in order to increase the profitability of the bank, which will have a positive effect on market growth and help the country expand.

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## Appendix

### THE CITY BANK LIMITED ( BALANCE SHEET)

		2021	2020	2019 Taka
		Taka	Taka	
<b>PROPERTY AND ASSETS</b>				
<b>Cash</b>				
In hand (including foreign currencies)	4.a.1	7,081,963,793	5,641,907,242	6,130,572,909
(including foreign currencies)	4.a.2	23,142,429,928	16,761,650,690	19,776,258,104
<b>Balance with other banks and financial institutions</b>	5.a	<b>30,224,393,721</b>	<b>22,403,557,932</b>	<b>25,906,831,013</b>
In Bangladesh		21,713,194,953	22,681,361,342	18,731,082,702
Outside Bangladesh		1,080,856,199	4,341,742,395	4,305,212,819
		<b>22,794,051,152</b>	<b>27,023,103,737</b>	<b>23,036,295,521</b>
<b>Money at call and short notice</b>	6	-	-	89,379,167
<b>Investments</b>	7.a			
Government		48,091,329,448	42,061,653,285	36,085,210,195
Others		6,829,061,460	4,189,792,330	3,366,294,433
		<b>54,920,390,908</b>	<b>46,251,445,615</b>	<b>39,451,504,628</b>
<b>Loans and advances/investments</b>	8.a			
Loans, cash credits, overdrafts, etc./investments		282,994,757,476	265,988,727,812	244,204,761,679
Bills purchased and discounted	9	3,384,921,000	2,212,792,749	2,738,889,044
		<b>286,379,678,476</b>	<b>268,201,520,561</b>	<b>246,943,650,723</b>
<b>Fixed assets including premises, furniture and fixtures</b>	10.a	<b>6,464,783,605</b>	<b>5,920,244,649</b>	<b>5,675,246,085</b>
<b>Other assets</b>	11.a	<b>15,335,299,156</b>	<b>12,043,415,414</b>	<b>12,433,741,210</b>
<b>Non-banking assets</b>	12	<b>783,763,872</b>	<b>1,082,478,752</b>	<b>1,152,338,991</b>
<b>Total assets</b>		<b>416,902,360,890</b>	<b>382,925,766,660</b>	<b>354,688,987,338</b>
<b>LIABILITIES AND CAPITAL</b>				
<b>Liabilities Bond</b>	13	<b>11,690,000,000</b>	<b>11,600,000,000</b>	<b>9,200,000,000</b>
<b>Borrowings from other banks, financial institutions and agents</b>	14.a	<b>54,895,161,717</b>	<b>58,768,967,963</b>	<b>44,168,290,655</b>
<b>Deposits and other accounts</b>	15.a			
Current accounts and other accounts		53,813,032,058	45,024,641,744	40,790,426,287
Bills payable		2,683,162,726	2,289,242,204	1,884,096,479
Savings bank deposits		72,477,566,128	59,520,636,745	46,367,253,617
Fixed deposits		153,089,871,504	147,946,628,940	157,661,889,059

Bearer certificate of deposit		-	-	-
		<u>282,063,632,416</u>	<u>254,781,149,633</u>	<u>246,703,665,442</u>
Other liabilities	16.a	<u>37,029,122,486</u>	<u>28,957,319,436</u>	<u>29,201,394,866</u>
<b>Total liabilities</b>		<b><u>385,677,916,619</u></b>	<b><u>354,107,437,032</u></b>	<b><u>329,273,350,963</u></b>
Capital/shareholders' equity				
Paid up capital	17.2	10,672,059,940	10,163,866,610	10,163,866,610
Statutory reserve	18	9,167,671,143	8,659,477,813	8,659,477,813
Share premium	19	1,504,388,797	1,504,388,797	1,504,388,797
Dividend equalisation reserve	20	530,786,630	530,786,630	530,786,631
Other reserve	21.a	1,662,547,071	1,860,629,399	930,897,743
Surplus in profit and loss account	22.a	7,686,990,690	6,099,180,379	<u>3,626,218,781</u>
<b>Total shareholders' equity</b>		<b><u>31,224,444,271</u></b>	<b><u>28,818,329,628</u></b>	<b><u>25,415,636,375</u></b>
<b>Total liabilities and shareholders' equity</b>		<b><u>416,902,360,890</u></b>	<b><u>382,925,766,660</u></b>	<b><u>354,688,987,338</u></b>

## City Bank limited (Profit & Loss statement)

Particulars		Amount (2021)	Amount (2020)	Amount (2019)
Interest income/profit on investments	26.a	20,725,354,751	23,134,359,843	26,819,239,518
Interest paid/profit shared on deposits and borrowings etc.	27.a	8,677,554,766	14,771,171,752	(15,987,236,351)
<b>Net interest income/profit on investments</b>		<b><u>12,047,799,985</u></b>	<b><u>8,363,188,091</u></b>	<b><u>10,832,003,167</u></b>
Investment income	28.a	2,578,967,388	3,437,926,143	2,086,159,974
Commission, exchange and brokerage	29.a	4,674,253,919	3,355,184,560	3,380,963,967
Other operating income	30.a	2,102,242,902	1,580,928,599	1,985,585,042
<b>Total</b>		<b><u>9,355,464,209</u></b>	<b><u>8,374,039,302</u></b>	<b><u>7,452,708,983</u></b>
<b>Total operating income (A)</b>		<b><u>21,403,264,194</u></b>	<b><u>16,737,227,393</u></b>	<b><u>18,284,712,150</u></b>
Salaries and allowances	31	6,073,630,989	5,246,612,242	5,247,455,559
Rent, taxes, insurance, electricity, etc.	32.a	526,581,475	495,874,933	517,834,384
Legal expenses	33.a	28,839,747	32,007,120	46,008,027
Postage, stamp, telecommunication, etc.	34.a	99,990,203	92,523,050	85,291,432
Stationery, printing, advertisements, etc.	35.a	385,283,142	199,165,131	235,989,626
Chief executive's salary and fees	36	20,301,212	18,764,419	18,960,006
Directors' fees	37.a	2,440,000	1,376,000	1,640,000
Auditors' fees		2,423,200	2,085,000	1,770,000
Depreciation and repair of bank's assets	38.a	1,806,320,600	1,823,384,218	1,599,749,332
Other expenses	39.a	1,456,906,698	1,785,674,474	2,242,861,796
<b>Total operating expenses (B)</b>		<b><u>10,402,717,266</u></b>	<b><u>9,697,466,587</u></b>	<b><u>9,997,560,162</u></b>

Interest income/profit on investments	26.a	20,725,354,751	23,134,359,843	26,819,239,518
Interest paid/profit shared on deposits and borrowings etc.	27.a	8,677,554,766	14,771,171,752	(15,987,236,351)
<b>Net interest income/profit on investments</b>		<b>12,047,799,985</b>	<b>8,363,188,091</b>	<b>10,832,003,167</b>
Investment income	28.a	2,578,967,388	3,437,926,143	2,086,159,974
Commission, exchange and brokerage	29.a	4,674,253,919	3,355,184,560	3,380,963,967
Other operating income	30.a	2,102,242,902	1,580,928,599	1,985,585,042
<b>Total</b>		<b><u>9,355,464,209</u></b>	<b><u>8,374,039,302</u></b>	<b><u>7,452,708,983</u></b>
<b>Total operating income (A)</b>		<b><u>21,403,264,194</u></b>	<b><u>16,737,227,393</u></b>	<b><u>18,284,712,150</u></b>
Salaries and allowances	31	6,073,630,989	5,246,612,242	5,247,455,559
Rent, taxes, insurance, electricity, etc.	32.a	526,581,475	495,874,933	517,834,384
Legal expenses	33.a	28,839,747	32,007,120	46,008,027
Postage, stamp, telecommunication, etc.	34.a	99,990,203	92,523,050	85,291,432
Stationery, printing, advertisements, etc.	35.a	385,283,142	199,165,131	235,989,626
Chief executive's salary and fees	36	20,301,212	18,764,419	18,960,006
Directors' fees	37.a	2,440,000	1,376,000	1,640,000
Auditors' fees		2,423,200	2,085,000	1,770,000
Depreciation and repair of bank's assets	38.a	1,806,320,600	1,823,384,218	1,599,749,332
Other expenses	39.a	1,456,906,698	1,785,674,474	2,242,861,796
<b>Total operating expenses (B)</b>		<b><u>10,402,717,266</u></b>	<b><u>9,697,466,587</u></b>	<b><u>9,997,560,162</u></b>
		<b>11,000,546,928</b>	<b>7,039,760,806</b>	<b><u>8,287,151,988</u></b>
Provision for loans and advances/investments	40.a	1,796,165,414	384,437,154	-
Provision for off-balance sheet exposures		749,527,841	170,448,318	-41,344,313
Provision for diminution in value of investments	40.c	-	-	-
Other provision		-	89,379,167	70,632,584
				-
<b>Total provision (D)</b>		<b><u>2,545,693,255</u></b>	<b><u>644,264,639</u></b>	<b>2,555,791,031</b>
<b>Total profit before taxes (E = C-D)</b>		<b><u>8,454,853,673</u></b>	<b><u>6,395,496,167</u></b>	<b>5,731,360,957</b>
<b>Provision for taxation (F)</b>	41.a			
Current tax expense		4,514,834,343	1,905,494,664	-
				3,045,860,580
Deferred tax (income)/expense		-803,040,537	477,830,257	-213,860,419
				-
<b>Total provision for tax</b>		<b><u>3,711,793,806</u></b>	<b><u>2,383,324,921</u></b>	<b><u>3,259,720,999</u></b>
<b>Net profit after tax (G = E-F)</b>		<b><u>4,743,059,867</u></b>	<b><u>4,012,171,246</u></b>	<b><u>2,471,639,958</u></b>