Report On

Employee Training and Development in Retail Banking of

The City Bank PLC

By
Ariana Amina
23104124

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

BRAC Business School
BRAC University
7th July, 2026

Declaration:

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.

2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.

3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.

4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Ariana Amina
23104124

Supervisor's Full Name & Signature:

M. Nazmul Islam Ph.D.
Associate Professor, BRAC Business School
BRAC University

Letter of Transmittal:

May 06, 2026

M. Nazmul Islam Ph.D.

Associate Professor

BRAC Business School

BRAC University

Kha 224 Pragati Sarani, Merul Badda, Dhaka-1212.

Subject: Turning in Internship Report.

Dear Sir,

With much pleasure, I wish to present my internship report entitled, Employee Training and Development in Retail Banking of The City Bank PLC as a partial fulfillment of my internship requirements in completion of the Bachelor of Business Administration (BBA) program at BRAC University.

I have completed my internship successfully in The City Bank PLC, where I got the chance of working in the Retail Banking Division under the supervision of Mir Zaki Uddin. I was able to acquire important practical knowledge and experience in matters of banking business, customer service, as well as employee training and development practices within the organization during my internship period.

When writing this report, I have tried my best to ensure that all the relevant information, analysis, findings, and recommendations are stated in a clear, concise and comprehensive manner. I strongly believe that this report will be of the desired academic quality and will satisfy your needs.

So that, I should be happy that you should kindly accept this report and bind me by the same.

Sincerely,

Ariana Amina

23104124

BRAC Business School

BRAC University

Date: 06 May, 2026

Non-Disclosure Agreement:

This agreement is made and entered into by and between City Bank PLC and the undersigned student at BRAC University.

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Ariana Amina   ID: 23104124

Acknowledgement:

I would like to take the opportunity to express my heartfelt gratitude to all those whose support, guidance, and encouragement made the preparation and successful completion of this internship report possible.

Most importantly, I would like to thank the Almighty that I got the strength, patience and perseverance to complete this report successfully within the scheduled time.

It is my pleasure to take the opportunity to express my deepest gratitude to M. Nazmul Islam, Associate Professor, BRAC Business School, BRAC University, in providing me with the necessary guidance, constant supervision, and effective suggestions during the preparation of this report. His encouragement and guidance in studies played a large role in ensuring that the study was successfully completed.

The report is prepared on the subject matter titled as: Employee Training and Development in Retail Banking of The City Bank PLC. I also wish to take this moment to thank Mir Zaki Uddin, the Branch Manager of VIP Road Branch, The City Bank PLC, who has given me the opportunity to accomplish my internship in the organization. His mentoring, support and insights enabled me to acquire a rich experience and knowledge of how banks operate within the period of my internship.

I also appreciate all the officers and employees of VIP Road Branch of The City Bank PLC, in respect to their cooperation, support and friendly behavior during my internship. Their support and readiness to exchange useful experience provided my learning process with a deeper meaning and importance.

Finally, yet not the least, I would like to offer my heartfelt gratitude to my inmates who supported me, inspired me, and gave me all the moral support I needed at one time or the other throughout the completion of this report.

Executive Summary:

This internship report is based on my three months experience as an intern in the Retail Banking Division of The City Bank PLC in the VIP Road Branch. The internship has given me the opportunity to gain hands-on experience on general banking activities and an exposure to customer service practices.

The main target of this report is to go through the employee training and development practices of The City Bank PLC, focusing on the retail banking sector, and by identifying the gaps that already exist, and by making recommendations by applying the relevant HRM theories.

In this report, both primary and secondary data has been used in the preparation of the report through direct observations daily, gaining hands-on experience during the internship period, and also through informal conversations with the employees and supervisors were the primary data collection sources. The secondary data were collected by using the annual report of the bank, the official sites and academic journals or research.

The findings of the report show that the City Bank PLC has a modern training system which has been well developed especially during recent years, these includes online training platforms, on the job training and skill development programs based on the objectives of the organization.

Keywords: Training and Development; Retail Banking; Human Resource Management; Employee Performance; Learning and Development; On-the-Job Training; Banking Operations.

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Chapter 1

1.1 Information of the Intern:

Name	Ariana Amina
Student ID	23104124
Program	Bachelors of Business Administration
Majors	Human Resource Management and Computer Information Management

1.2 Internship Information:

Duration	3 months (11th January to 12th April)
Company Name	City Bank PLC
Department	Retail Banking (Branch)
Address	City Bank PLC, VIP Road Branch, Orchard Faruque Tower, 72, Naya Paltan, Ground Floor, Paltan, Dhaka 1000

1.3 Internship Company Supervisor's Information: Name and Position

Name	Mir Zaki Uddin
Designation	Area Head and Branch Manager, Retail Banking Division

1.2.2 Job Description/ Duties/ Responsibilities:

While working as an intern at the retail banking division located in a branch of the City Bank PLC, I was involved in various operational, customer service, and support tasks in the branch. The tasks assigned to me were aimed at giving me practical exposure to real-life banking activities and further developing my awareness of retail banking services.

1. Customer Service Support

- Provided general banking customer service on accounts, cards, and services.
- Assisted customers in completing forms for opening accounts and other services.
- Helped customers to move within the branch.
- Noticed and studied customer relationships management methods.

2. Opening of the Account and Documentation

- Assisted in opening account savings and current account.
- Confirmed needed documents like NID, photographs and nominee details.
- Helped with the maintenance and organization of customer files and records.
- Made sure forms were filled correctly according to bank policy.

3. Operational Assistance

- Assisted daily activities of branches.
- Helped employees to keep records of transactions.
- Assisted in data entry and files management.
- Monitored processes of handling cash and processing transactions by rechecking all the cash transactions.

4. Digital Banking Support

- Helped customers to use digital banking.
- Assisted customers learn about mobile banking and ATMs.
- I noticed the advertising of digital banking products by employees.

5. Participation in learning

- I attended some on-the-job learning which was informal.
- Knowledge of banking products, policies and procedures.
- Monitored employee learning behaviors within the bank.

6. Administrative Support

- Assisted in keeping office records and documents.
- Helped to prepare reports and internal paperwork.
- Assisted branch staff at peak times.

1.3 Internship Outcomes:

The internship experience at The City Bank PLC was a great experience to help me bridge the gap between theory and practice. The internship provided me with a chance to develop professionally and personally through the active engagement in the everyday activities of retail banking.

The internship helped me to understand customer service, banking processes, compliance, and operational processes in a retail banking branch in a practical manner. The experience helped me to improve my communication skills and problem solving as well as knowledge of workplace ethics and professionalism. Moreover, my experience with a real-life interaction with customers and banking systems enhanced my confidence and flexibility in the workplace.

1.3.1 The contribution of the student towards the company:

My internship experience at The City Bank PLC made me contribute a number of things that enhanced the effectiveness of the branch operations and provision of customer services.
I have helped customers fill in account opening forms and documents, minimized the waiting time and enhanced service process. Helped employees to keep and manage records and files of customers.
I also assisted in providing accuracy in the KYC documentation, which helps in adherence to regulatory requirements. Helping the customers during the busiest times by directing them and serving as queuers.
Assisted digital banking awareness, by assisting customers to know the basic services.
Helped with the routine administrative work thereby relieving the employees of their workload.
By doing so, I could provide value to the branch by contributing to operational efficiency and facilitating an easier customer service experience.

1.4 Benefits of the internship program to the Student:

My experiences during the internship with The City Bank PLC were important to me and it has helped me to develop academically, professionally and personally.

- **Gathered practical knowledge of branch operations:**

  To begin with, the internship allowed me to acquire more practical skills in retail banking business, which added to my theoretical knowledge acquired in academic courses. I had the opportunity to see practical implementation of the concepts like customer relationship management, service delivery, compliance procedures etc.

- **Communication skills:**

  Secondly, it was a learning experience that facilitated development of good communication and interpersonal skills. Frequent exposure to customers and workers enhanced my communication skills, ability to respond to queries and professionalism in a corporate setting. Since I consider myself as an introvert, interacting with different customers daily significantly helped with my personal development.

- **Knowledge on organizational culture:**

  Thirdly, I gained a deeper knowledge of organizational culture and workplace ethics. The behavior of the employees, team work, and management practices gave an insight on the need to maintain discipline, responsibility, and professional behavior.

- **Developed problem-solving skills:**

  Besides, the internship helped me to develop problem-solving and adaptability skills. Attending customers and dealing with rush times made me more confident and effective in dealing with real life situations.

- **Knowledge on General Banking Technologies:**

  I got to know about banking technologies and digital systems which increased my technical awareness and prepared me for the ability to work in the banking industry in the future.

Overall, the internship was very important in equipping me to be ready to join the professional world as it helped me to acquire both technical and soft skills.

1.5 Difficulties Faced During The Internship:

The internship experience in The City Bank PLC was very helpful in terms of both academics and getting hands-on experience of the work culture, and offered me great learning experiences, however, I was faced with a couple of challenges throughout the internship process. These issues were a subset of the learning process as a whole and served to clarify to me the realities of the complexities involved in the day-to-day banking processes.

- **Customer Flow During Peak Hours:**

  To begin with, the customer flow was high in the retail banking branch especially during peak hours, thus a fast-paced working environment was formed. Although this enabled me to witness first-hand the service delivery process, in some instances, it would deny me a chance to get a detailed explanation of the employees, who were mostly concerned with delivering prompt and efficient services to customers. But this also assisted me in valuing time management and efficiency of service in the banking industry.

- **Lack of Practical Exposure:**

  The businesses of banking are highly confidential and sensitive in nature, which rightly denied me access to some internal operations and transaction systems. This is a necessary component of keeping data security and privacy of customers. I suppose it restricted my practical exposure in certain aspects, but I still had an opportunity to acquire a conceptual knowledge with the help of observation and employee instructions.

- **Lack of Rotational Exposure:**

  The other issue that I faced during the internship was that I was not given enough time to explore various functional areas in the branch as per the allocated time. As the retail banking operations involve a wide range of activities, it was not always possible to gain in-depth exposure to all aspects of the workflow. Although I got the chance to see some of the most important functions and learn a lot about them, a more rotational experience in various roles would have helped me to understand the functioning of a branch better. Despite this, I found the experience that I had in the designated areas very valuable and it added value to my learning.

- **Understanding regulatory practices:**

  Also, it was necessary to take time, and pay attention to regulatory and compliance-related practices, including Know Your Customer (KYC) policies. They include documentation and tight following of rules and guidelines, which initially were difficult to grasp but, over time, became easier to understand through experience and description.

- **Limited Duration of the Internship Program:**

  Lastly, the short time of the internship program meant that it was difficult to have an overall exposure to the various functional areas of the branch. The duration being longer would enable interns to have a holistic view of retail banking due to the variety of services provided. Though these were small setbacks, the branch conducive atmosphere and the collaboration of the staff really helped me to learn.

1.6 Recommendations on Future Internships:

Having acquired my internship experience with The City Bank PLC, I would like to make a couple of suggestions that can make the internship program even more effective. These recommendations are made taking into consideration the current system, and in the hope of making it ever-improving.

- To begin with, the bank can look at delivering more practical demonstrations or practical explanations about the major operations in banking at the initial phase of the internship. Though the preliminary orientation is being offered, further practical exposure to daily operations like documentation procedures, customer services procedures, and workflow might enable interns to gain confidence and knowledge at a faster rate.

- It is suggested that the bank can organize regular feedback/review meetings during the internship period. Such meetings would enable interns to share their learning experience, clarify on assignments, and get constructive feedback on assignments. Simultaneously, this kind of interaction would allow the organization to get a better picture of what internships were like, and make the required changes in order to improve the overall efficiency of the program.

- The bank can look into offering more rotational exposure in various functional sections of the branch, where possible. As retail banking is a multi-faceted process consisting of customer service, operations and compliance, the exposure to different fields would be minimal, so that interns can gain a broader picture of the banking process.

- It would be very helpful for the interns if the bank could organize short and relevant learning sessions or brief training on important areas such as customer service management, procedures related to compliance and various digital banking services such as 'City Touch' that could also help improve the internship experience. These sessions would be able to assist interns to be able to relate theory to practice better.

- The bank can also provide a little bit more time for the internship or more basic exposure to the learning process, which can allow interns to learn more about the different areas of banking operations and this might help with more professional growth.

To sum up, the internship program of The City Bank PLC is already very useful and effective. The recommendations above are presented with utmost respect and are aimed at improving the learning experience of future interns in addition to upholding high organizational standards.

Chapter 2

2.1 Introduction:

This chapter gives an overall overview of The City Bank PLC, its history, strategic direction, organizational structure and the human resource management practices. Since this report is focused on employee training and development in the context of retail banking, special attention is paid to the training structure and learning culture of the bank. When assessing the value of training programs in enhancing employee performance and quality of service delivery in the retail banking industry, it is important to understand the organizational context.

2.2 Overview of the Company:

The City Bank PLC is among the most prominent private commercial banks in Bangladesh that was opened in 1983. Being a first-generation privately-owned bank, it has made an important contribution to the building and modernization of the banking industry in the country. In recent years, the bank has been transformed into a more modern and technology driven organization offering a wide range of financial products and services to individual and corporate customers (The City Bank PLC, 2024).

The bank has various networks of branches, SME centers, and online platforms in Bangladesh, making the bank accessible and convenient to its customers. It offers services in various segments, such as retail banking, corporate banking, SME banking, and treasury operations. One of them is the retail banking division which is important in terms of serving the individual customers with deposit products and loans, card services, and digital banking solutions (The City Bank PLC, 2024).

City Bank PLC is also known to have a great presence in the credit card business and its unceasing endeavor to improve customer experience by means of innovative financial solutions. The bank has adapted to the new technologies and new digital banking systems, which includes internet banking and mobile banking known as ‘City Touch’, to help with the needs of their customers and as a result improve efficiency in service delivery.

Along with the strengths in its various operations, the bank also focuses on important corporate governance, risk management, and follows the rules and regulations established by the Bangladesh Bank. This guarantees accountability, sustainability and transparency in its different operations. They also have a relationship with foreign financial institutions, which adds credibility and compliance with global standards. (Bangladesh Bank, 2022).

The bank puts heavy importance to their HR development and makes sure to involve their employees. They have developed a culture where lifelong learning, skill development and professional growth is prioritized through their Employee Value Proposition (EVP), which includes City Enriches. This puts a priority on the development of the human capital which is crucial in maintaining the quality of the services and the eventual long-term success of the organization (The City Bank PLC, n.d.).

As a result, the City Bank PLC has a great reputation as a customer focused financial institution in Bangladesh. Their innovation, quality of service and most importantly their commitment to employee growth has helped them to remain competitive in the banking sector.

2.2.1 Vision of City Bank PLC:

The main vision of City Bank PLC is to be the top ranking financial institution in Bangladesh by providing excellent customer service experience and through their sustainable growth. This vision also shows that the bank has a long-term strategic vision on innovating, by improving their services, and through value creation to its stakeholders. The bank will also be committed to improving its services and by embracing contemporary banking, and as a result positioning itself better in the extremely competitive financial sector. (The City Bank PLC, 2024).

2.2.2 Mission of City Bank PLC:

The mission of City Bank PLC is to provide innovative, reliable and efficient financial services in such a way to effectively meet the needs of many customers at once. The bank is committed to offering the best banking services to its customers, and they are looking at ways to do so. They are also determined to be convenient, user-friendly and accessible, and to offer a pleasant and quality banking experience. One of the organisation's main missions is to build long-term customer relationships. Built on trust, transparency and common benefit, with a focus on the continual improvement of the process and service excellence. Besides customer satisfaction, the mission of the bank lays stress on professionalism, integrity. The bank is highly compliant with the regulatory requirements as established by Bangladesh Bank and follows best practices, in terms of risk management and corporate governance.

2.2.3 Products and Services:

City Bank PLC provides business and corporate clients, as well as individual customers, with a variety of contemporary banking products and financial services. The bank is committed to innovation, customer convenience and technology-based financial solutions to ensure its competitive edge in the banking sector.

The bank offers retail banking products and services to individual clients which include several deposit products and personal banking services. These are savings account, current account, fixed deposit receipt (FDR) and various forms of deposit schemes which are designed to promote savings and financial planning. The bank also provides ATM facilities, debit cards, credit cards, internet banking, mobile banking and other banking options for convenient and easy banking experience for its customers. Customers can conduct transactions, move money, pay bills for utilities, and manage their accounts from various places using these services.

2.3 Organizational Structure:

The organizational structure of the City Bank PLC is created to provide good governance, effective decision making and easy coordination of all operations and strategies. The bank is headed at the top by the Board of Directors, which has the mandate of establishing strategic direction, authorizing policies and corporate governance. The top executive management is the Managing Director (MD)/ Chief Executive Officer (CEO) of the bank, who is in charge of the entire bank operations.

Under the Managing Director and CEO are a number of senior executives, such as Deputy Managing Directors (DMDs) and Additional Managing Directors (AMDs) who are crucial in the management of various functional areas of the bank. Important business and control divisions are usually run by the DMDs which includes 'Retail Banking, SME Banking, Internal Control & Compliance and Wholesale Banking'. They make the strategic decisions, overseeing the operational, performance and compliance levels of their respective divisions.

On the other hand, the AMDs handle specialized functional areas which mainly includes 'finance, operations, information technology and risk management'. Examples would be Chief Financial Officer (CFO), Chief Operating Officer (COO) and Chief Information Officer (CIO), they are mainly occupied at the AMD level. These roles play important roles in providing support to the main operations of the bank, financial stability, and technological development.

Such a system of leadership hierarchy guarantees a central separation of duties and the sense of responsibility at various levels of management. It also facilitates good communication and alignment of the strategy and operations. Based on the official organogram of the bank, some of the key positions, such as DMD & Chief Risk Officer and DMD & Head of Internal Control and Compliance, are directly timbered with the Managing Director and the Board committees, which guarantees good oversight and governance (The City Bank PLC, 2024).

The bank also has several functional departments at its operational level such as 'Retail Banking, Corporate Banking, SME Banking, Operations, Human Resources, Risk Management and Information Technology'. The senior executives are in charge of each division and are assisted by the middle management and the staff operating. This is a functioning organisation which promotes specialisation, efficiency and guarantees that each segment is engaged in their respective objectives.

The organizational structure at the branch level is more customer and performance based. Each branch has a Branch Manager who oversees the performance of the branch, customer service and compliance. An Operations Manager supports the Branch Manager and is managed by a group of Customer Service Officers, Relationship Managers and Cash Officers.

The inclusion of the DMDs and AMDs in strategic positions boosts managerial control, improved decision making and also makes sure that the bank is functioning according to its strategic objectives and regulatory requirements

Table 1: Roles in a Branch:

Role	Level	Key responsibilities
Branch Manager / Area Head	Level 1 — Branch Head	Overall branch performance, customer service, compliance, strategic direction
- Branch Operations Manager	Level 2 — Operations	Day-to-day operational oversight, workflow management, supports Branch Manager
- Customer Service Officers	Level 3 — Front Line	Account opening, customer queries, form processing, KYC documentation

	- Relationship Managers	Level 3 — Front Line	Managing client portfolios, cross-selling products, long-term customer relationships, loan operations
	- Cash Officers	Level 3 — Front Line	Cash handling, transaction processing, vault management, accuracy checks
	- Interns / Support Staff	Level 4 — Support	Customer flow assistance, documentation support, data entry, administrative tasks

2.4 Management Practices:

The City Bank PLC management practices are to promote efficient management operations, effective decision making and attainment of organizational objectives in a highly competitive and regulated banking environment. The bank has a formal and professional management style that incorporates strategic planning and performance management, risk control, and employee development. These are activities consistent with the contemporary management concepts of focusing on efficiency, accountability, and continual enhancement (Robbins and Coulter, 2017).

Strategic planning and goal alignment is among the aspects of management practices at the bank. The senior management team which includes the Managing Director, the Deputy Managing Directors (DMDs) and Additional Managing Directors (AMDs) is an important team that helps in formulating organizational objectives and making sure that the objectives are well communicated throughout the organization. At the branch level, the managers will translate these strategic goals into operational goals, including customer acquisition, increase in deposits, and improvement of the quality of services. This means that both the strategic and the operational levels are aligned with the organization being consistent and thus more effective.

In another major area, the employees are evaluated using certain indicators of performance, called Key Performance Indicators (KPIs). These KPIs can include service quality, sales quotas, compliance measurement, customer satisfaction, and more. Periodic performance appraisals will assist in uncovering areas of weaknesses and strengths, so that the management can take necessary measures, such as training, mentoring, or altering of the role. This is a culture which is based on achievement and helps the employees achieve their goals without sacrificing service quality (Dessler, 2020).

This is also a high priority to the bank as it relates to risk management and compliance practices in the banking industry. The management makes sure that all operations are done in accordance with the guidelines of Bangladesh bank and other regulatory bodies. Audit functions, compliance units, as well as internal control mechanisms, are actively engaged in the activities of monitoring activities and reducing operational and financial risks. This systematic practice enhances transparency, accountability and trust amongst the stakeholders.

The frequent meetings, briefings, and informal discussions enable employees to be aware of the organizational updates, policies, and expectations. The open communication also encourages the exchange of ideas and feedback amongst employees, which results in constant improvement.

Also, the bank is very conscious about development and participation of employees as a part of its management. Through training, feedback on performance and learning, the management can ensure that employees have the necessary skills and knowledge to carry out their responsibilities properly. This employee development, which is focused on the human aspect, not only improves the effectiveness of employees but also makes the entire organization more effective (Noe, 2020).

The other interesting thing to note is the customer-centric management strategies being followed by the Bank. Managers make employees focus on customer needs, be professional and offer effective service delivery. One of the management objectives is to achieve a high level of satisfaction among customers, which is the most important essence of a customer-centric business as is retail banking. This policy is customer-focused and boosts the bank's market reputation and competitiveness.

2.4.1 Leadership Style:

This leadership style adopted at The City Bank PLC can be described as situational and blended leadership style which sees managers use different leadership styles depending on the needs of the operations, employees and customer service.

- **Transformational:** Among the most notable styles that have been seen is transformational leadership whereby managers concentrate on motivating and inspiring employees in order to attain greater heights of performance. In a case in point, branch managers tend to motivate employees to achieve the set deposit or sales goal by attaching importance to customer satisfaction and professional excellence. They can informally reward the efforts of employees or encourage the team members at team briefs, as it can contribute to enthusiasm and commitment. This strategy helps increase the level of employee engagement and align personal performance to the organizational goals (Robbins and Judge, 2017).

- **Transactional:** Transactional leadership is also quite obvious since the banking operations are structured and regulated. Strict documentation, compliance and transaction processing procedures are mandatory to employees. As an example, in the case of account opening forms or KYC documentation, the supervisors pay much attention to accuracy and policy compliance. Performance is commonly measured in terms of goals and service standards and the employees are expected to adhere to the standards. This guarantees consistency in operation, decreases risk, and regulatory compliance (Dessler, 2020).

- **Democratic:** Aspects of democratic or participative leadership are implemented in the branch setting. Managers usually request employees to express their views and give input on how they can help to enhance customer service or solve operational issues. For example, when having informal conversations or holding team meetings, employees can offer methods of decreasing customer waiting time or increasing the efficiency of the workflow. Such a participatory method will promote teamwork, trust, and improve employee participation in decision-making.

- **Coaching:** The coaching leadership also matters and especially in the formation of new or less experienced employees. The top managers and seniors give practical instructions, showcase, and give consistent feedback. For example, in the case of an intern or even a new employee, learning how to handle customer queries or make transactions, the experienced employees will take them through the process, step by step. This not only enhances technical competencies, but confidence and competence are gained with time.

- **Affiliative:** The supportive and relationship-oriented behavior of managers can be noted as affiliative leadership. The emphasis of this style is on harmony, effective interpersonal relations and a positive work environment. For example: An illustration of this is where the supervisors tend to be understanding on a busy or stressful day, offer encouragement, and a friendly ambience within the team. This can be used to reduce stress at the workplace, boost morale and team cohesion which is especially necessary in customer facing jobs.

- **Authoritative:** Authoritative or directive leadership is used in some circumstances, particularly when dealing with peak hours or when dealing with urgent operations. For example: Managers can give strict instructions and oversee work in order to be efficient and precise. As an example, in times of high customer traffic, workers can be allocated to specific tasks and be given clear guidelines that would ensure workflow is managed efficiently. This strategy guarantees that the services are delivered in time and reduces the number of mistakes in emergency cases.

- **Pacesetting:** Besides, some elements of pacesetting leadership can be noted as well, as managers establish high standards of performance and require employees to achieve them effectively. As an example, the tasks that experienced employees can perform quickly and correctly are supposed to be a benchmark that other employees can be expected to adhere to. Although this may be productive it must be well balanced to ensure that it does not overburden the employees.

Generally, the leadership style in The City Bank PLC is an up-to-date combination of transformational, transactional, participative, coaching, affiliative, directive, pacesetting leadership styles. This integrated strategy will help the organization to balance both the human resources and operational needs. Shifting leadership styles to various circumstances will help the bank to achieve employee growth, efficiency of operations, and quality customer services which are critical in winning the competitive market in the retail banking industry (Robbins and Judge, 2017).

2.4.2 Recruitment and Selection Process:

The City Bank PLC has a structured, systematic, and merit-based recruitment and selection system that aims at attracting and retaining qualified candidates who have the same goals and values as those of the organization. The banking industry is a very competitive industry and as such, proper recruitment practices are necessary to help the organization to have a well skilled and competent workforce that is able to offer high quality financial services.

It usually starts with workforce planning and job analysis where the Human Resources (HR) department determines staffing needs according to the needs of the organization, its expansion plans, and staff turnover. Job descriptions and job specifications are made to articulate the job roles, the duties and qualifications of each job. This provides an assurance that the recruitment process is in alignment with organizational goals and business needs.

The next step is the organization doing job advertising and candidate sourcing using various sources. The vacancies are normally posted on the official site of The City Bank PLC, online employment sites like Bdjobs and professional networking sites such as Linkedin. Internal recruitment and employee referrals are also taken into consideration in some instances. Such multi-channel strategy serves to achieve a large number of prospective employees and is more likely to recruit appropriate candidates.

The second phase entails screening and shortlisting of applications where resumes and applications are reviewed by the HR team in order to shortlist the candidates who have the necessary qualification and experience. The process helps in ensuring that only the most pertinent candidates are taken to the next rounds of selection thus, enhancing efficiency, time and cost savings.

The shortlisted candidates must then be subjected to a selection process which could involve written tests, aptitude tests and several interviews. The written tests are normally administered to test the analytical skills, problem solving skills and knowledge of the applicants in the banking industry. Interviews that can be held in different phases assess the communication skills, professionalism and the appropriateness of the job to the candidates. In other situations, panel interviews are administered in order to have an all round assessment.

Following the interviewing process, shortlisted candidates might be subjected to background checks and reference checks to determine the validity of the information given and keep up organizational integrity. This is an important step in the banking sector where trust and reliability are considered to be crucial.

After the selection process, the selected candidates are given the offer letters and details of their posting or the location where they will be working, which mention the terms and conditions of the employment in detail. This is then followed by the onboarding and orientation programs where new employees get introduced to the organization culture, policies and operational procedures. This assists them to fit easily at work and comprehend their roles and duties.

The City Bank PLC has adopted best practices in human resource management in recruitment and selection because it is both fair, transparent, and efficient. The bank can achieve this through merit and competence selection of candidates, which will result in the creation of a strong workforce which will be able to impact the organizational performance and customer satisfaction. In addition, strategic alignment of the recruitment practices assists the organization to have a competitive edge in the banking sector.

Besides its formalized recruitment and selection procedure, The City Bank PLC has adopted a number of new programs and initiatives that will help the employer to build its employer brand and magnetize high-potential talents. These programs are campus hiring programs, management trainee recruitment programs, intern recruitment programs, and other programs like meet the CEO, spotlight and ace the interview. These programs are made not only to find and bring on board potential candidates but also to establish a meaningful interaction with potential employees in their early years of career making.

The bank takes proactive approaches towards fresh graduates and young professionals through campus hiring and management trainee programs, which offer them opportunities to pursue career paths and develop. In the same way, internship programs can be taken as a source of talent, which will provide the organization to evaluate the potential candidates in a real working situation and after that give them permanent jobs. Programs such as the meet the CEO give candidates and employees a chance to see the top management and this enhances transparency, motivation and a sense of belonging.

In addition, the programs like ‘Spotlight’ and ‘Ace the Interview’ assist the candidates in improving their employability skills like communication, confidence, and interview performance. These programs are evidence of how the bank is making efforts to ensure that they not only attract talent but also grow and nurture future professionals. Combining employer branding and talent acquisition strategies, the bank will enhance the company as an employer of choice and guarantee the constant stream of skilled and motivated workers (The City Bank PLC, 2024).

2.4.3 The Compensation and Benefits System:

The compensation and benefits system of the City bank PLC is aimed at being fair, equitable and motivational to the employees in addition to supporting organizational performance and long term sustainability. The bank adheres to the performance-based and meritocratic remuneration policy where compensation is based mainly on performance of an employee, career advancement and contribution to the organizational objectives as opposed to demographic characteristics like gender, race or ethnicity. This is an indication of the bank being committed to equal opportunity and transparent human resource (The City Bank PLC, 2024).

Salary: The bank has a systematic and competitive salary structure, which is made up of basic salary and other allowances and benefits according to the job grade and position of the employee. The salaries are normally paid on a monthly basis by direct bank transfer, which is reliable and transparent. Annual performance appraisals are usually associated with salary increases, where employees are rated according to the key performance indicators (KPIs), service quality, target accomplishment, and overall input. Employees with high performance can be given increments or bonuses or other rewards, which will solidify the culture of performance. Moreover, the bank can provide festival bonuses and other financial rewards, which also contribute to employee satisfaction and motivation. The promotion of salary rises is closely related to career advancement in the organization, and through promotions and career growth, employees are able to attain higher levels of compensation.

Health Insurance: The bank offers numerous health and insurance benefits, in addition to direct financial compensation, to guarantee the well-being and safety of the employees. In the Group Hospitalization Insurance Plan, permanent employees, along with their spouses (up to age 59) and their children (up to age 22) are covered. Claims are handled effectively and have an average settlement period of approximately 15 days. By December 31, 2024, BDT 54.04 million had been paid out in this scheme. Moreover, the bank also launched Critical Illness Coverage in 2024, which offers a one-time payment of BDT 5 lakh on 18 critical diseases guaranteeing financial security in the event of medical emergencies.

Group Life Insurance: The bank also provides Group Life Insurance cover to all the permanent staff as of the time of joining. Benefits are paid out to the nominee(s) in case of death and in case of accidental death, the amount of benefits is doubled. It is covered between BDT 6 and 30 lakh, and other COVID-19 insurance benefits are covered between BDT 25 to

50 lakh based on the job grade. These insurance facilities demonstrate the bank's commitment to providing financial security and support to employees and their families.

Emergency Support Fund (ESF): The other important initiative is the Emergency Support Fund (ESF) which offers financial aid on 16 serious health conditions such as cancer, heart attack, major organ transplants and others. The ESF is a contributory plan and the bank will contribute twice the amount that employees put in. In 2024, the bank paid BDT 57.35 million under this fund and the total amount is now 189.46 million since 2020.

Staff Loans: The bank has a number of staff loan facilities to help employees meet their financial aspirations such as car loans, home loans, and Provident Fund loans. Such loans are offered at good rates of interest and easy repayment plans which help employees in fulfilling significant milestones in their lives like buying a house or a car without getting into financial mess.

Health and Wellness: Besides financial and insurance perks, The City Bank PLC pays much attention to employee welfare and work-life balance. The bank conducts health awareness campaigns, blood donation and offers telemedicine services to help in physical and mental well-being. It also encourages employee participation by sport tournaments, recreational activities and participation in corporate competitions, which builds team spirit, morale and a good working environment.

Maternity Leave: On the issue of family friendly policies, the bank offers six months of full paid maternity leave, which is taken twice, giving employees a chance to rest and be able to take care of their children. The bank also provides daycare services in some of its locations including Gulshan, Niketan and Motijheel, paying about 65% of the daycare expenses. This initiative promotes work life balance and working parents.

End Service Benefits: End-of-service benefits such as Provident Fund, Gratuity Fund and leave encashment are also part of the long-term financial security provided by the bank. These benefits enable the employees to enjoy a stable financial life once they have been employed by the organization.

Rewards and Recognition (R&R): R&R programs are essential in employee motivation and establishing a culture of excellence. In 2024, 4,677 employees were rewarded based on their contributions, and BDT 32.10 million was used in rewards and recognition. This program highlights the organization's emphasis on employee performance recognition and motivation for high performance (City Bank PLC Annual Report, 2024).

In all, the remuneration and benefits structure of The City Bank PLC is balanced and employee-friendly, and includes remuneration, employee performance rewards, health and welfare benefits, financial assistance and work-life balance initiatives. The following benefits can be achieved through this integrative approach in addition to motivating employees and enhancing their retention within an organization, in the long run they can help boost the performance and success of an organization (The City Bank PLC, 2024).

2.4.4 The Training and Development Initiatives:

At The City Bank PLC, HRM is all about training. development and more so in the retail banking sector where customer satisfaction is a direct outcome of employee work and service. This has led to its establishment of an organized training methodology that integrates employee training and development with the organizational objectives.

Training Philosophy and Employee Value Proposal (City Enriches):

The Employee Value Proposition (EVP), specifically, the program called City Enriches, that focuses on constant growth, involvement, and ability building, guides the training and development practices of The City Bank PLC. This project is an indication of the fact that employees are considered to be one of the most valuable assets that the bank has and thus, the need to invest in their development is the only way to maintain competitive advantage.

The bank has a training philosophy that goes beyond merely being able to understand the operations of the bank, but also behavior development so that employees can not only be familiar with the operations of the bank but also be able to provide their customers with high-quality services. In retail banking, the employees often deal with customers, deal with sensitive financial data and solve complicated tasks, thus, good interpersonal skills, professionalism and ethical behavior are also significant.

Moreover, the bank promotes the culture of learning in an organization, in which the employees are inspired to own their own personal and professional growth. This is consistent with the current HRM view whereby organizations are supposed to establish conditions that encourage constant learning and sharing of knowledge (Armstrong, 2021). Through such an environment, the bank increases the level of employee engagement, job satisfaction, and overall productivity.

Learning Framework (70-20-10 Model):

The City Bank PLC is based on the widely known 70-20-10 model of learning that offers employee development which is balanced. This model emphasizes the reality that most of the learning occurs in the context of social interactions and formal learning and the training being complementary.

The 70% experiential learning factor is especially important in the realm of retail banking, since employees are able to get hands-on experience from their daily lives, such as through work, customer requests, transactions and paperwork. Through this, the employees acquire problem solving skills, decision making skills and have, through experience. Another important factor is self-confidence is needed to deal with a real situation.

The 20% social learning aspect consists of learning through engagement with colleagues, supervisors and mentors. This includes discussions, learning from and watching the more experienced employees. These interactions allow tacit knowledge to be shared and this knowledge is usually challenging to record in formal training programs.

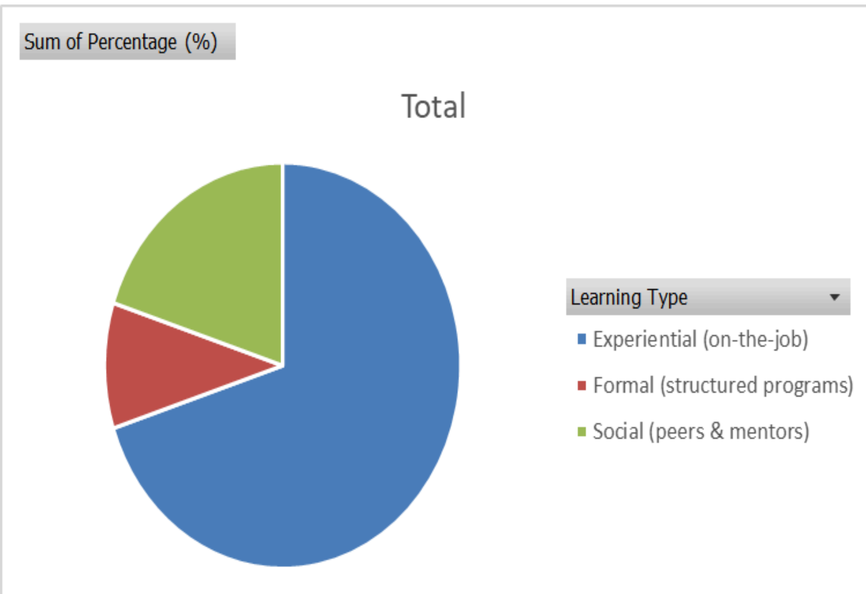
The 10 % formal training element consists of formal training sessions, workshops and e-learning programs where theoretical knowledge and conceptual understanding is offered. This element ensures staff have a sound knowledge of banking laws, products and organisation policies.

When all the three elements are combined, it becomes a holistic learning environment that will enhance the learning process and learning skills.

Table 2: 70-20-10 learning model application at City Bank PLC:

Component	Share	Method	Example in retail banking
Experiential	70%	On-the-job practice	Handling customer transactions, customer service, KYC documentation
Social	20%	Peer & supervisor interaction	informal knowledge sharing through interactions with supervisor and co-workers
Formal	10%	Structured training programs, workshops, courses & e-learning	City Shikhi platform

Chart 1: 70-20-10 model:



2.4.5 Performance Appraisal System:

The City Bank PLC performance appraisal system aims at systematically assessing the staff performance, holding staff to account and enabling continual improvement. It is crucial in guaranteeing that the person's performance is in sync with the organisation's objectives and thus leading to organizational success. The bank has an organized and performance appraisal which is a system of performance management and key performance indicators indicators (KPIs).

Appraisal normally is carried out once a year and regular reviews are conducted to monitor progress and give feedback. Employees are rated on many dimensions such as meeting targets, quality of services, adherence to regulations, teamwork and professional conduct. When it comes to retail banking, specific focus is made in the areas of customer service, precision in the processing of transactions, and compliance with the operational protocols. This makes sure that the employees are in high standards of performance as well as providing efficient and reliable services.

An important characteristic of the appraisal system is that it is connected with compensation and career development. Salary increments, bonuses, promotions, and other rewards directly depend on the performance outcomes. The employees who achieve high performance are rewarded by monetary as well as non-monetary recognition programs including the Rewards and Recognition (R&R) programs. This supports the culture of performance whereby employees are incentivized to meet the objectives of the organization and enhance their personal performance (The City Bank PLC, 2024).

Coaching and counseling culture is also another element of performance management at the bank. Line managers are actively involved in mentoring employees, giving constructive feedback, and assisting employees whose performance might not be expected. Transparency, fairness and consistency in the evaluation process have been improved due to introduction of revised performance management policies such as performance improvement plans.

Additionally, the appraisal system embodies the aspects of contemporary performance management, including goal-setting, ongoing feedback, and employee growth. Managers collaborate with employees in determining realistic and measurable objectives, so that there is no confusion in expectations and tasks. This practice is consistent with the HRM theories that recognize ongoing performance tracking and employee engagement as crucial success factors of an organization (Dessler, 2020).

Nevertheless, it can be improved further by using additional data-driven and multi-source feedback systems, including 360-degree appraisal systems. These techniques could provide a more holistic evaluation of employee performance, as they consider not only coworkers, but subordinates as well, and customer feedback.

Overall, the system of performance appraisal is well designed and suitable in the City Bank PLC towards organizational objectives and performance measurement combined with the fact that the bank is dedicated to maintaining the motivation of the employees through rewards, growth and feedback, responsibility, and moving towards excellence.

2.5 Marketing Practices:

The City Bank PLC marketing practices are designed to solidify the company's place in the banking industry, not only in terms of customer centricity, product innovation. The bank also follows relationship marketing, which means that the relationship is established with the customer on a long-term basis, rather than on a short-term basis. The bank can do this by regular communication with the customers, providing personalized services, and by customer satisfaction, which enhances the relationship with the customers and improves customer satisfaction. It is particularly important in the banking sector where trust and reliability are some of the key reasons that the customer selects the bank.

Secondly, branding and reputation management of the corporate level is an important aspect of marketing in the bank. The bank is working hard to ensure that it has a good and healthy brand image by ensuring that service delivery is always good, ethical and has customer engagement programs. Activities like employer branding like talent acquisition programs and those activities related to employee engagement also help in boosting the overall brand value of the organization.

In addition, the bank applies the concept of service marketing, since banking is more of a service industry. The focus is on customer interactions based on the quality of services, responsiveness, reliability, and professionalism. The employees receive training on how to provide effective and polite service that directly translates to customer perception and satisfaction.

Theoretically, the marketing practices of the bank are in line with the contemporary marketing theories like marketing mix (7Ps) that comprise product, price, place, promotion, people, process, and physical evidence. Through proper management of these factors the bank would have a comprehensive and competitive marketing strategy (Kotler and Keller, 2015).

In general, the marketing activities of The City Bank PLC can be characterized as a balanced strategy that incorporates customer-focused, innovative, digital, and relationship-based strategies. Such practices lead to higher customer satisfaction, better brand positioning, and the overall success of the organization.

2.6 Financial Performance and Accounting Performance:

2.6.1 Financial Performance:

The key financial ratios have been used to assess the financial performance of The City Bank PLC during the years 2023 and 2024. Ratio analysis assists in assessing the liquidity of a company, its profitability, efficiency, and leverage, which allows understanding of its overall financial health (Brigham and Houston, 2021).

Liquidity Ratios:

Liquidity ratios are used to determine how the bank is able to meet its immediate commitments.

The current ratio slightly decreased from 1.0718 in 2023 to 1.0703 in 2024. Even though the change is insignificant, it shows a very stable liquidity position in the two years. The bank still has adequate current assets to meet its liabilities.

Equally, the quick ratio was the same as the current ratio since inventory was not involved in bank operations. It has dropped slightly between 1.0718 in 2023 and 1.0703 in 2024 which is still a good indication of a firm and sound financial standing on a short-term basis.

In general, the short-term liquidity situation of The City Bank PLC is stable and acceptable, which means that the financial risk is low in the short term.

Profitability Ratios:

Profitability ratios determine the earning capacity of the bank. The Return on Equity (ROE) improved significantly from 16.53% in 2023 to 23.68% in 2024. It means that the bank provided better returns to shareholders in 2024, which signifies better profitability, and effective use of equity.

In the same way, Net Profit Margin rose to 27.45% in 2024 as compared to 22.28% in 2023, which indicates that the bank could transform a bigger share of its revenue into profit. This increase can be attributed to the improved cost containment, greater revenue generation or enhanced efficiency in operations.

These trends imply that the bank has had a great improvement in profitability in 2024 and this indicates a positive sign of financial performance.

Efficiency Ratio:

The Total Asset Turnover Ratio has improved since 2023 showed 0.0497 but in 2024 it showed 0.0567 showing a better use of assets in generating revenue. This implies that the bank could make higher incomes out of its asset base in 2024 than it had made in the previous year.

Leverage Ratio:

Equity Multiplier slightly rose between 14.93 in 2023 and 15.22 in 2024, which shows that there was a slight rise in financial leverage. This implies that the bank was a bit dependent on debt financing in 2024, which is a usual aspect in the banking industry. While higher leverage can enhance returns, it also increases financial risk.

Overall Financial Position:

According to the updated analysis, The City Bank PLC shows a good increase in overall financial performance in 2024. Liquidity was kept at par but the bank experienced significant improvement in profitability and operational efficiency.

The rise in ROE, net profit margin and asset turnover means improved resource utilization and increased capacity to make earnings. It has marginally increased but to a manageable level of leverage in a banking institution.

In general, it can be concluded that the bank has a rather stable and improving financial state, and these growth trends contribute to its sustainability in the long term and its ability to compete on the market.

Current Ratio			
Fiscal Year	**Formula**	**Calculation**	**Result**
2024	Total Current Assets/ Total Liabilities	697,348,595,261÷ 651,530,708,514	= 1.0703
2023	Total Current Assets/ Total Liabilities	555,738,268,460 ÷ 518,518,030,027	= 1.0718

Quick Ratio

Fiscal Year	Formula	Calculation	Result
2024	(Total Current Assets - Inventories) / Total Liabilities	(697,348,595,261-0)÷ 651,530,708,514	= 1.0703
2023	(Total Current Assets- Inventories) / Total Liabilities	(555,738,268,460 -0)÷ 518,518,030,027	= 1.0718

Return on Equity

Fiscal Year	Formula	Calculation	Result
2024	Net Profit after Tax/ Shareholder's Equity	10,851,048,401 / 45,817,886,747 × 100	23.68%
2023	Net Profit after Tax/ Shareholder's Equity	6,151,319,874 / 37,220,238,433 × 100	16.53%

Net Profit Margin

Fiscal Year	Formula	Calculation	Result
2024	Net Profit after Tax/ Revenue	10,851,048,401/ 39,535,939,111 × 100	27.45%
2023	Net Profit after Tax/ Revenue	6,151,319,874 / 27,606,311,758× 100	22.28%

Total Asset Turnover

Fiscal Year	Formula	Calculation	Result
2024	Sales/ Total Assets	39,535,939,111/ 697,348,595,261	0.0567
2023	Sales/ Total Assets	27,606,311,758 / 555,738,268,460	0.0497

Equity Multiplier			
Fiscal Year	**Formula**	**Calculation**	**Tт Result**
2024	Total Assets/ Shareholder's Equity	697,348,595,261 ÷ 45,817,886,747	15.22
2023	Total Assets/ Shareholder's Equity	555,738,268,460 ÷ 37,220,238,433	14.93

Return on Equity (Dupont)			
Fiscal Year	**Formula**	**Calculation**	**Result**
2024	Net Profit Margin*Total Asset Turnover*Equity Multiplier	27.45% × 0.0567 × 15.22	23.68%
2023	Net Profit Margin*Total Asset Turnover*Equity Multiplier	22.28% × 0.0497 × 14.93	16.53%

The DuPont analysis of The City Bank PLC shows that the overall performance is improving with increasing Return on Equity (ROE) from 16.53% in 2023 to 23.68% in 2024. This is as a result of the improvement in all three components of the DuPont analysis.

The biggest improvement was seen in Net Profit Margin which increased from 22.28% to 27.45%.

Table 3: Financial ratios — 2023 vs 2024:

Ratio	2023	2024	Change
Current ratio	1.0718	1.0703	▼ Stable
Quick ratio	1.0718	1.0703	▼ Stable
Return on equity (ROE)	16.53%	23.68%	▲ +7.15 pp
Net profit margin	22.28%	27.45%	▲ +5.17 pp
Total asset turnover	0.0497	0.0567	▲ +14.1%
Equity multiplier	14.93	15.22	▲ +0.29

Comment: Overall financial analysis of The City Bank PLC reveals a positive and progressive trend on all the important financial parameters (profitability, efficiency, liquidity and leverage) for the fiscal years of 2023 and 2024.

The thing which is most impressive is the substantial improvement in profitability. The net profit in 2024 rose by about 76.4% from 2023, standing at BDT 10,851 million as compared to BDT 6,151 million in 2023. This is illustrated by the steep increase in Return on Equity which has gone from 16.53% to 23.68% and Net Profit Margin from 22.28% to 27.45%, showing that the bank has not only increased in size but has also become much more efficient in profiting from their operations.

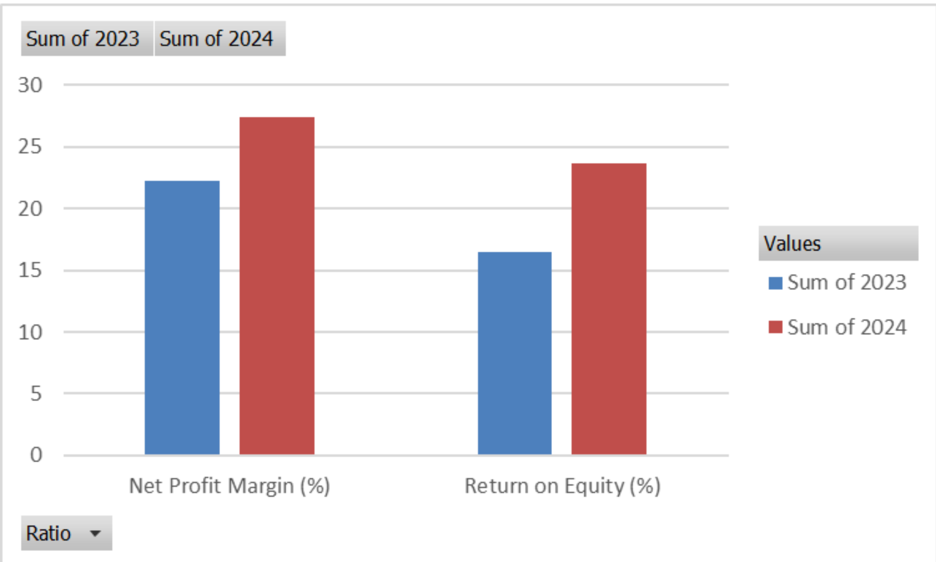
The DuPont analysis of the improvement in the ROE further confirms this result as it dissects the ROE improvement into three components. The main reason was the increase in Net Profit Margin and the increase in Total Asset Turnover, from 0.0497 to 0.0567. These two factors together establish that the bank's profits are a result of the real improvement in its operations and not financial engineering. The Equity Multiplier rose by just 0.29 to 15.22, with leverage staying close to its manageable level of 14.93 – this is good news for risk management purposes.

Liquidity wise, the bank remained in a good position with both Current Ratio and Quick Ratio being around 1.07 on an average for both the years. The short-term liabilities of the bank are comfortably met with a small reduction, and not a cause for concern, indicating that the bank has no liquidity issues.

The increase in Total Asset Turnover indicates the bank's efficiency in generating revenue from its asset base, which rose by 25.5% to BDT 697 billion in 2024. This expansion with 31% growth in deposits and 12.3% expansion in the loan portfolio reflects the trust customers have reposed on the bank in a phase of greater instability in the banking sector in Bangladesh.

In summary, the financial analysis shows that the bank is financially secured and is becoming more profitable, efficient and managed prudently. The City Bank PLC's consistency across all the ratios suggests that the bank is on a positive growth path, poised to maintain its competitiveness in the retail banking segment of the Bangladeshi market and is poised to generate long term value for shareholders and stakeholders.

Chart 2: Financial Analysis



2.6.2 Accounting Performance:

The accounting performance of The City Bank PLC indicates the overall financial efficiency, profitability and resource utilization of the company. The financial performance is usually measured by financial indicators like profitability, efficiency, liquidity, and leverage ratios, which are used to assess the health of the organizations in terms of operations and finances (Kieso, Weygandt, and Warfield, 2020).

According to the financial analysis of 2023 and 2024, the bank has shown a favorable trend in its overall accounting performance, especially the profitability and efficiency. The Return on Equity (ROE) rose by 16.53% in 2023 to 23.68% in 24, which means that the bank could make higher returns to shareholders. This enhancement implies a better use of equity capital and increased profitability.

Likewise, Net Profit Margin increased to 27.45 per cent in 2024 compared to the previous year, 22.28 per cent in 2023, indicating that the bank has been able to transform a higher percentage of its revenue into profit. This means better cost management, optimal operation or higher revenues. Increased profitability is usually an indicator of good financial performance and good management practices.

The Total Asset Turnover Ratio also increased from 0.0497 in 2023 to 0.0567 in 2024, suggesting that the bank became more efficient in utilizing its assets to generate revenue. This is indicative of higher resource management and better operational efficiency, which are the main indicators of high accounting performance.

Both the current ratio and quick ratio were stable in terms of liquidity, with a minimal decline in the current ratio of 1.0718 in 2023 to 1.0703 in 2024. It means that the bank has a stable capacity to meet the short-term liabilities without experiencing liquidity restrictions. Liquidity stability is especially needed in the banking industry where it is vital to retain the confidence of the customers.

The Equity Multiplier, a measure of financial leverage, was slightly higher in 2023 with 14.93 and in 2024 with 15.22. This implies that in 2024 the bank made use of a bit more debt financing. As much as increased leverage can create better returns, financial risk is also brought about. A relatively large equity multiplier is typical in the banking sector, however, owing to the financial intermediation (Rose and Hudgins, 2013).

On the whole, the accounting performance of The City Bank PLC indicates a good and improving financial status, with higher profitability, improved use of assets and a stable liquidity situation. These advancements show good financial management and contribute towards the long term growth and sustainability of the bank.

2.7 Porter's Five Forces Analysis:

The Five Forces Model by Porter is a strategic theory that is applied in the analysis of the competitive environment of an industry and to establish its profitability and appeal. It is applicable in the context of The City Bank PLC to determine the intensity of competition in the banking business in Bangladesh and the forces which have a significant impact on the activities of the bank.

Potential Entrants:

New entrants to the banking industry have low to moderate threats since barriers to entry are high. Bangladesh Bank has overly strict regulations, capital investment, and licensing requirements in establishing a bank. Moreover, the presence of established brand recognition, customer loyalty, and a wide network of branches that current banks like The City Bank PLC enjoy, also deters new entries. Nonetheless, the introduction of fintech companies and online banking platforms have moderately raised the competitive intensity by providing alternative financial services (Hitt, Ireland, and Hoskisson, 2020).

Supplier Power:

Suppliers in the banking industry are depositors, employees and providers of technology. The bargaining power of suppliers is considered moderate. Banks can be affected by depositors since they can move their money to banks providing superior returns or services. On the same note, the bargaining power of skilled employees, particularly those in IT and risk management is on the rise, owing to their expertise. In addition, technology vendors have a certain level of control over the functioning of banks as the digital infrastructure becomes increasingly more relied upon (Armstrong, 2021).

Buyers (Customer) Power:

The customer's bargaining power is very high because of the presence of many banking alternatives and low switching cost. With the help of services, interest rates and digital capabilities, customers can easily compare services of various banks. Consequently, The City Bank PLC will need to keep on enhancing the quality of services, customer experience as well as products. Customers have also been empowered by the emergence of digital banking as it has made banking more convenient and accessible (Kotler and Keller, 2015).

Risk of substitute goods or services:

Substitutes threat is moderate-high due to the fast development of non-banking financial institutions (NBFIs), mobile financial services, and fintech solutions. Mobile wallets, online payment systems and microfinance institutions among other services are substitutes to traditional banking services. These alternatives are convenient, fast, and readily available, and this appeals to a big portion of the customers. Therefore, banks will need to be innovative and embrace digital solutions in order to stay competitive.

Competitive Rivalry:

The banking industry is competitive with a large number of commercial banks operating in Bangladesh with the same products and services. The City Bank PLC competes on interest rates, quality of services, technological innovation and customer relationship management. The stiff competition demands that there should be a consistent growth in operational efficiency and marketing strategies in order to stay in a competitive advantage. Rivalry among banks is already high due to high fixed costs and the lack of differentiation (Porter, 2008).

2.8 SWOT Analysis:

SWOT analysis is a strategic tool that is applied to assess the internal strengths and weaknesses of an organization and external opportunities and threats (Kotler and Keller, 2015). It gives a detailed insight into the strategic position of The City Bank PLC.

Strengths:

The City Bank PLC possesses a number of strengths which have made it strong in the market. The bank has a strong brand and a long history of reputation in the banking industry that increases customer trust and loyalty. It has a wide range of financial services and products, targeting retail, SME and corporate customers. The focus on digital transformation by the bank, online banking, and mobile services enhances customer convenience and efficiency in the operations. It also has an emphasis on employee training and development, which has guaranteed it a skilled workforce which is able to produce high-quality services. Its credibility is also enhanced by a robust corporate governance and adherence to regulatory standards (The City Bank PLC, 2024).

Weaknesses:

Although the bank has its strengths, it has weaknesses. The reliance on conventional banking frameworks is one of the limitations and can slow the pace of the adoption of innovative technologies. Service quality can be compromised through operational inefficiencies at branch levels especially at the peak hours. Inconsistency in service delivery among the branches may also occur, which may affect customer satisfaction. Additionally, interns and entry-level workers could have a limited cross-functional exposure, which could limit their overall learning and development (Dessler, 2020).

Opportunities:

The changing financial environment presents huge growth opportunities to the bank. The blistering development of digital banking and fintech solutions offers the chance to improve the delivery of the services and cover a greater number of customers. The growing market of retail and SME banking services provides an opportunity to expand the market. Data analytics and artificial intelligence can also be used to enhance the decision-making process and customer experience at the bank. Also, the increased financial inclusion efforts in Bangladesh create a chance to gain new clients and extend activities (Hitt et al., 2020).

Threats:

There are a number of external threats to the bank which can affect its performance. This is a serious challenge of extreme competition with other commercial banks and fintech businesses. The flexibility of operations and profitability may be influenced by changes in regulations imposed by the Bangladesh Bank. There are also risks associated with economic instability, inflation and changes in interest rates. Moreover, there is a rise in cybersecurity risks and technical upheaval that needs ongoing investment in safety and innovation to ensure the confidentiality of customer information and keep confidence.

2.9 Industry and Competitive Analysis:

The banking sector in Bangladesh is one of the major contributors of the country's economic development. In the last few years, the banking industry has seen significant expansion, both driven by technology and the rising financial inclusion, digital banking usage and customer expectations. The industry is also competitive, however, since there are many public, private, foreign and Islamic banks with operations in the market.

The City Bank PLC is a bank that is very competitive in the market with customer satisfaction, technological innovation, service quality and operational efficiency being some of the factors for success. The banks' biggest rivals are BRAC Bank PLC, Eastern Bank PLC, Dutch-Bangla Bank PLC, Prime Bank PLC and Standard Chartered Bangladesh. Their competitive areas include branch network expansion, product innovation, customer experience, digital banking services, and retail banking services.

The City Bank PLC's technological innovation and customer-centric banking are two key advantages that it has in its competition. The bank is continually working to improve the service quality, upgrade employees' skills and knowledge, and prepare for digital transformation. It also has a number of strategic partnerships, cutting-edge banking facilities, and a solid brand reputation, which add to its competitive edge.

Bangladesh Bank has also imposed certain banking regulations which have a great impact on the banking industry. Abiding with anti-money laundering laws, capital requirements, cybersecurity and risk management has become significant.
It has succeeded in building a solid presence in the market despite tough competition by having a keen interest in innovation, capacity building and customer relation management. The focus on training and development also helps to ensure the quality of services and effectiveness of operations in the highly competitive banking sector.

2.10.1 Operations Management:

Operations management is a vital part of banking operations since it is responsible for the effective provision of banking services, effective use of resources and the maintenance of quality of banking services. In the banking sector, Operations Management is the management of day to day activities of banks which include opening of accounts, processing banking transactions, customer relationship management, cash management, documentation, compliance procedures and other activities.

In The City Bank PLC, the main concern of operations management is ensuring that the operations are efficient, accurate, safe and satisfying to the customers. At the retail banking branch, I noticed that the bank maintains a system for operating the business, and has established clear divisions of responsibility for the employees to make the operation smooth and deliver the service on time.

The bank has established the standardized operating procedures to reduce the opportunity for mistakes and to ensure service uniformity. Staff are educated about the bank's policies and procedures and are expected to adhere to these when carrying out their duties. By operating in this manner, the operational discipline further minimizes operational risk and builds customer confidence.

The bank has a technology enabled operation management system. The banking software systems are integrated, enhancing transaction speed, accuracy, and record management for most banking activities. Automated systems also help minimize paperwork and delays in operations.

The other important part of the operations management at The City Bank PLC that cannot be overlooked is its customer service management. Staff are expected to provide timely and professional service in the following areas: dealing with customer enquiries, account-related service and resolution of issues. The bank's customer centric culture helps to streamline operations through responsiveness and service quality.

Compliance and risk management are also interwoven into day to day business. Compliance processes, AML regulations and documentation requirements are trained by employees on a regular basis to ensure transparency of operations and compliance with regulatory requirements.

In general, the bank's operational management practices play an important role in ensuring efficiency, reducing operational errors and providing quality banking services to customers.

2.10.2 Information System Management:

In today's banking environment, Information System Management is important and needed to all aspects of banking, such as communication, transaction processing, data management, cybersecurity, and decision making processes. In banking, information systems are used to boost operational efficiency, provide better customer service, and facilitate digital transformation efforts.

The City Bank PLC has adopted a wide range of information systems and digital banking technologies to effectively run its operations. The bank has implemented a number of technology solutions to enhance customer convenience, efficiency and data security.

The bank's information system management is one of the key strengths of the system due to its focus on digital banking and centralized systems. Customer information, operational data and transactions are handled with integrated banking software that enables staff to efficiently and accurately process banking activity.

The bank's commitment to cybersecurity and data protection is also highlighted, ensuring the safety of customer information and the integrity of operations. Compliance and cybersecurity training are given to employees to minimize information security risks and proper management of confidential information.

One of the key efforts of the bank is the adoption of the digital learning platform “City Shikhi,” which enables staff learning and development with technology-based training. This platform allows employees to get access to training resources, regulatory circulars, evaluation tests, and educational resources from anywhere, showcasing the bank's dedication to technological innovation and continuous learning.

Moreover, the bank has introduced digital banking solutions like internet banking, mobile banking, card services, and online transaction facilities, improving the convenience for its customers and minimizing reliance on manual operations. These also help in the improvement of operational efficiency and service quality.

Information systems can also be used to aid managerial decision-making, by analysing data, providing reporting systems and monitoring performance. The bank's ability to effectively utilize technology will allow it to react more efficiently to changes in the customer environment and the market.

The City Bank PLC in general, its information system management practices are highly significant to its operational efficiency, service quality, employee development and competitive advantage in the banking industry.

2.11 Summary:

In this chapter, I have presented an organizational profile of the City Bank PLC and studied the various aspects of their business operations, management practices, financial performance and human resource activities. This chapter has brought light upon the history, mission, vision, organisational structure, leadership style, the recruitment and selection process, compensation system, training and development initiatives, performance appraisal system and marketing practice of the bank.

The chapter also conducted a financial and accounting analysis of the bank through ratio analysis, which revealed that financial positioning was fairly stable, while profitability was better in 2024. Along with that, industry and competitive analysis revealed that the bank is in a highly competitive and technoliterate banking environment.

Therefore, the chapter has explored the operational management and information system practices of the bank, which play a very crucial role in enhancing service quality, efficiency and customer satisfaction. In general, the analysis indicates that The City Bank PLC has good organizational practices, and the Bank is constantly looking for ways to develop its employees, innovate, and provide service to its customers to keep them competitive in the banking sector.

2.12 Recommendations:

The overall analysis of The City Bank PLC indicates that some set of recommendations can be given to further enhance the operational efficiency of the bank, employee development practices, and the competitive position of the firm in the banking industry. The bank has established good organizational and human resource practices, but continuous improvement initiatives can take the bank's performance and sustainability even further.

The first step is that the bank could improve its employee training and development system by adopting a structured training evaluation system. Although there is extensive training, a formal approach to assessing the longer term effectiveness and use-relevance of training and development on employee performance could help to identify any gaps and enhance training programmes in the future. The increased focus on technical training for specific roles and advanced technical training can also contribute to building specialized skills and increasing operational efficiency.

The bank can also focus more on analysing customer feedback and customer service quality systems to improve customer satisfaction.Through gathering and analysing customer feedback, the organisation can determine its service gaps and also determine the practices of the customer relationship management system.

The organization can also continue to build on its employee engagement, wellness and work-life balance efforts to continue to keep employees motivated and engaged. Employee-focused programs such as well-being, mental health awareness campaigns, and career development can have a positive impact on employee satisfaction and organizational commitment.

Lastly, the bank can take steps to further diversify and include its workforce by providing more opportunities for its female employees and for employees from diverse backgrounds. Cultivating a culture of inclusion in the workplace will not only enhance employee satisfaction but also foster innovation, collaboration, and organizational growth.

In summary, The City Bank PLC has the ability to position itself as a leading private commercial bank in Bangladesh, further through its commitment to innovation, employee growth, customer service and operational excellence.

Chapter 3

3.1 Introduction:

The report is prepared to meet a part of the requirement of the internship program for completing Bachelor of Business Administration (BBA) Degree from BRAC Business School, BRAC University. The three months internship programme is primarily aimed towards giving the students practical exposure to the corporate world and enable them to inculcate their classroom learning in the actual environment of organizations and gain knowledge from the professional world. Students have to complete and submit their internship report at the end of the internship period with what they have learned and observed during the internship period.

To meet this academic requirement I interned in the City Bank PLC, Retail Banking Division on a contractual basis for three months. I began my internship on 11 January, 2026 and my internship ended on 12 April, 2026. In this time, I learned to conduct myself in banking operations, customer service activities, and employee training and development practices within the organization.

During the preparation and completion of this internship report, I had my academic supervisor Dr. M. Nazmul Islam and my co-supervisor Dr. Syed Far Abid Hossain who were very supportive and cooperative. They have given valuable guidance, suggestions and constant supervision in the completion of the internship report.

3.1.1 Theoretical Background:

Human Resource Management (HRM) involves training and development that is meant to enhance the performance of the employees and transform them to suit a position in the organization in the future. Noe (2020) defines training as a planned activity by an organization to help employees acquire job-related competencies, such as knowledge, skills, and behavior. Development, however, is concerned with the long-range growth and equips the employees to be ready to handle greater responsibilities and career growth.

The most applicable model in this regard is the 70-20-10 learning model, which proposes that effective learning takes place when a blend of experiential, social and formal learning is involved. To be more specific, 70 percent of learning is gained through practical experience, 20 percent is through interaction with peers and supervisors and 10 percent is through in-formal training programs. The model is especially relevant in retail banking, where the employees get to learn much by activating in a real-time interaction with the customer and through exposure.

The other significant theoretical model is the Kirkpatrick Four-Level Model of training evaluation which evaluates training effectiveness at four levels; reaction (response of the participants in relation to training), learning (acquisition of knowledge or skills), behavior (the implementation of the learning in the workplace), and results (the influence of the training on the organizational performance). The model provides a systematic and logical method for evaluating training programs for the desired outcomes (Kirkpatrick and Kirkpatrick, 2006).

Besides, Human Capital Theory was presented by Becker (1993) and it states that the investment in the training and development of the employees will result in increasing their productivity and achieving the success of the organization. Companies that focus on employee learning and skill development are better placed to attain competitive advantage and sustainability in the long-term. Theoretical frameworks can be applied to the analysis of practices in training of The City Bank PLC.

3.1.2 Objectives

The main purpose of the research is to evaluate the effectiveness of training and development of The City Bank PLC, particularly in the retail banking sector and critically assess the practices of training and development.

Specific aims of the research are:

- In order to achieve an in depth appreciation of the training and development model used by the bank.
- An examination of how training programs can help to enhance employee performance, knowledge and skills.
- To evaluate effectiveness of the training practices using the known theories and models of HRM.
- To find out the strengths and weaknesses of the current training system.
- To offer effective and applicable suggestions to build the training and development practices.

3.1.3 Significance

This study is significant since it helps in understanding the importance of training and development in improving the employee performance and service quality in the banking industry. The highly trained employees are important in an industry where the level of customer satisfaction and efficiency of operations are key factors.

It also can provide helpful insights to the HR experts and banking practitioners who may be interested in enhancing the employee development strategies and as a result is helpful for students and researchers.

In addition, the findings and recommendations of this study can help in enhancing the training programs of The City Bank PLC and its Human resource practices for long-term success and to enhance its organization performance.

3.2 Methodology

The methodology of this study is primary and secondary data sources which is used to get a wholesome and balanced analysis.

The main data collection method was to observe a retail banking branch in the first-hand internship period, and to have informal, but meaningful discussions with employees and supervisors. The experience in real life work has been amazing to see the way in which we have been trained in the working environment.

Secondary data were collected using reliable sources such as the Annual Report 2024 of The City Bank PLC, The City Bank PLC official website and the academic textbooks and journals of Human Resource Management. These sources were used to offer theoretical background and contextual insights on the practices that have been found. The study is descriptive and analytical with gathered data and analyzed against the theories and models of HRM.

3.3 Overview of the Human Resource Department:

The Human Resource (HR) Department in an organization is a critical and strategic department and addresses the workforce of the organizations and its suitability in relation to the organizational goal. The department has a broad scope of functions which includes recruitment and selection, training and development, performance management, compensation and benefits and employee engagement.

The HR department is focused towards hiring, training and nurturing capable employees who can make a difference to the success of the organisation. It also has programmes of structured training, performance evaluation and career development which can help it to raise the skills and motivation of its staff.

Moreover, the department upholds a culture of lifelong learning and improvement via programs like the City Enriches, which focuses on employee growth, interaction, and health. The banking sector is able to have a competitive edge in the industry by having modern HR practices aligned with organizational strategy and function by the HR department.

3.3.1 Analysis of Employee Training and Development Process of the Company:

In my internship at The City Bank PLC, I realized the bank has a very organized and strategic approach to employee training and development, which has been very instrumental in helping the bank to enable its customer first culture and operational effectiveness. The organization believes human capital to be a major growth engine and sustainability factor and this is evident in how the organization invests in employee learning and capacity building programs.

The mass and ongoing training of the bank is one of the most important features of the training system. The bank also has a good record of workforce development as the Annual Report (2024) notes that the bank had a total of 185,703 hours of training with an average of 27 hours of training per employee. The fact that 45,092 employees have been involved in different training programs shows that training is not a prerogative of a particular section of the organization but that it is a broadly available activity cut across different levels. This is in accordance with the current human resource practice of focusing on continuous learning as the way of enhancing the organizational performance (Noe, 2020).

In my observation, the bank has a thorough Training Needs Assessment (TNA) approach, but this is not necessarily evident at the branch level. Training programs are tailored according to the organizational needs, including the need to meet the requirements of regulatory standards, technological changes, and enhancement of customer service. Meanwhile, the various jobs are trained on job specifics, including general banking operations, foreign trade, and compliance related activities. Moreover, training is provided to the employees according to the needs of the personal performance, especially in the case of the determination of the performance gaps, which is the implementation of the principles of personal analysis (Dessler, 2020).

The bank offers a great diversity of training programs, both technical and soft skill oriented. These include training in anti-money laundering (AML), banking laws and regulations, information and communication technology (ICT), general banking operations, and customer service. This wide range of training guarantees that the employees are in a good position to tackle any operational and regulatory task with ease. This training is very practical as I noticed that employees often refer to it when interacting with customers and carrying out their everyday duties during my internship.

One of the strengths of the training system that the bank employs is that it uses digital viewing platforms, especially the City Shikhi. Employees can use this platform to access training materials, regulatory updates, and knowledge resources, at their convenience. It also entails assessment tests and tracking of progress, which boosts accountability and effectiveness in learning. This is indicative of the increased significance of e-learning in contemporary organizations, which offers the flexibility and promotes the constant development of skills (Armstrong, 2021).

The bank applies a blended learning strategy, which combines classroom training, webinars and on-the-job training. In my case, on-the-job training has the largest role, since workers learn through doing actual work, and communicating with clients. This form of experiential learning is especially successful when it comes to retail banking where performance requires practical knowledge.

The bank uses both external and internal trainers in terms of facilitating training. Practical insights and instructions come through the internal trainers (senior managers and experienced employees) and the external training programs expose employees to the industry best practices.The bank also has training documentation, and performance monitoring, particularly online platforms, to track and evaluate learning progress among employees. These records aid in performance appraisal and career development such as internal mobility and promotions.

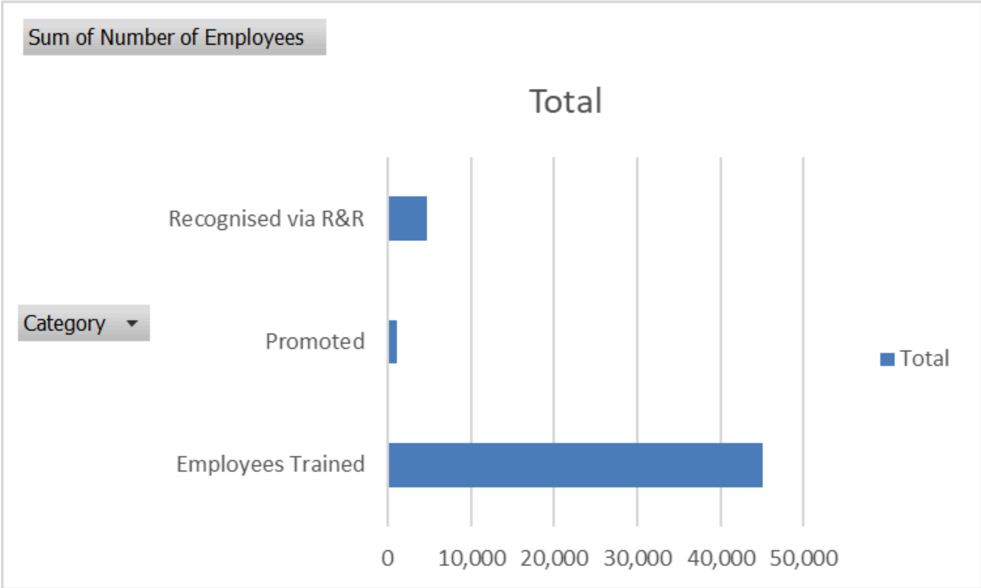
The bank is doing a good job of linking training with performance and career development by enhancing 1,115 employees in 2024.

Although the training was acknowledged as strong, it was suggested that further improvements could be made in the area of training evaluation. Although digital testing is performed, scanty data can be found on an integrated evaluation system that measures the long-term behavior change and organizational impact. The use of a structured evaluation model, like the Kirkpatrick Model, might be extremely useful for improving the effectiveness of training programs (Kirkpatrick & Kirkpatrick, 2006).

Table 3: Training and Development - Key Figures (2024)

Metric	**Value**
Total training hours delivered	185,703 hours
Average training per employee	27 hours
Employees covered by training programs	45,092
Employees promoted (linked to training)	1,115
Employees recognised via R&R program	4,677
R&R program spend	BDT 32.10 million

Chart 3: Training and Development Overview:



3.3.2 Findings from the Analysis

It has been found that the bank is highly committed to continuous learning and development of its employees, which is one of the most important findings. The presence of a high amount of training hours and high participation rates means that training is an entrenched part of the organizational culture. This proves that the bank considers employee development as a strategic focus and not a one-off event (The City Bank PLC, 2024).

The other important discovery is the efficiency of online learning programs, especially, City Shikhi. The platform offers employees the flexibility to gain access to learning materials and permits self-paced learning. This not only makes it easier for employees to work but also ensures they understand how the industry is developing and changes in the regulatory landscape. Digital tools were used, demonstrating flexibility with current practices in learning.

It is also concluded that the bank puts emphasis on job oriented learning and hands-on training, especially on the job training. The fact that employees are able to perform actual work develops their skills and enhances their confidence and capability to deal with interactions with customers. Very effective in a retail banking environment where experience is required.

The other significant finding is that compliance and regulatory training are greatly emphasized. AML and banking laws training programs and operational procedures guarantee high levels of accuracy and ethical conduct by the employees. This is key in minimizing risks and maintaining customer trust.

Performance management and career development also have close ties with the training system of the bank. It is concluded that performance and skill building is valued and rewarded as 1115 employees were promoted in 2024. This gives the employees an incentive to practice training and enhancement in their performance.

Nevertheless, there are a number of things that were found to be in need of improvement. The absence of a completely built-in training evaluation system can be considered one of the weaknesses. Although the participation and assessments in training are monitored, the long-term measurement of how the training affected the performance of employees and the organization is not much. Training effectiveness could be enhanced by the implementation of a more comprehensive evaluation system.

The other conclusion is that a personalized and role-specific training program could be expanded. Although general training programs are successful, specific job-related training can be provided to maximize employee performance and efficiency.

It was also noted that there is a relatively limited cross-functional exposure especially to interns and junior employees. Offering the chance to work in various departments would help to understand the overall workings of the banking industry, as well as the ability to enhance skills more widely.

Moreover, the bank might want to be more data-driven in their approach to training analysis and leverage HR analytics in order to measure the results of training and see their areas of improvement (Noe, 2020).

Overall, these findings suggest that The City Bank PLC has a robust and effective training and development policy that is backed by e-learning initiatives and a lifelong learning approach. However, the bank could still enhance its human capital development practices by further developing its assessment techniques and training programs through tailoring.

3.3.3 Implication:

This research not only has implications for the organisation but also for HRM in general. By using good training and recruitment practices, the performance of employees gets improved, satisfaction of customers also gets improved and efficiency of the organization also improves. Activities conducted by the bank can be theoretically supported by the Human Capital theory, which states that investing in human capital is important. It can develop its own human capital in the form of skills and competencies of its staff and acquire sustainable competitive advantage.

3.3.4 Limitations:

There was limited access to confidential data, which limited the extent of analysis. Furthermore, the research focuses more on the retail banking arm of the organization and may not be applicable to the practices of the entire organization. There are some limitations to consider in the interpretation of the findings:

3.3.5 Conclusion:

To sum it all up, The City Bank PLC has come up with an extensive and efficient training and development system that is in tandem with the contemporary practice of HRM. The bank is also a good achiever in the retail banking industry due to its emphasis on continuous learning, employee engagement and performance driven management.

Although the current system is robust, it could be enhanced in aspects such as training assessment and exposure of the employees. In sum, the bank has a high level of commitment in the development of human resource and service delivery standards.

3.3.6 Recommendations:

Based on the conversation related to recruitment, training, and all human resource aspects of the bank, a number of suggestions could be made that could be improved to make the bank's HR more effective in terms of training and development in the field of retail banking.

While today, the bank provides good training programs, the evaluation system, according to the Kirkpatrick Four-Level Model, may be more strictly applied. This would help the organization systematically assess the changes in the organizational performance, behavioral responses, learning outcomes, and responses of the employees. This would be useful in making sure that investments in training yield quantifiable and sustainable returns (Kirkpatrick and Kirkpatrick, 2006).

One of the suggestions that can be made is to rotate staff more often across departments and get them cross-functional exposure in particular for interns and entry level workers. Providing the employees an opportunity to rotate between various departments such as operations, customer service, credit and compliance would help them to get a broad exposure to the banking activity. This would not only enhance their skills and flexibility, but would equip them to lead in the organization in the future.

There could be a more structured and formal feedback system which would be useful to the bank as well. Although informal feedback is given, some kind of regular performance feedback sessions, mentorship schemes, and recorded performance evaluation would be useful to give employees an understanding of their strengths and areas for development. Feedback is a key element in the development of employees and improvement of performance (Dessler, 2020).

Moreover, it is suggested that The City Bank PLC should also enhance its online learning systems by introducing more interactive and personalized learning resources. The simulation, case-based learning and role-playing scenario can help to increase the knowledge retention and engagement of the employees. This would be of great help especially in retail banking where employees are required to deal with real life situations of customers.

As an example, relationship managers may be provided with a higher level of training on customer relationship management whilst staff in the operations department may be provided with training on process efficiency and compliance management. Such a focused strategy would enhance job-specific skills and performance.

More structured programs with a focus on mental health, stress management and work-life balance are also recommended as a way to increase employee engagement and well-being programs. Although the bank already has some wellness programs, they should be extended as it would enhance employee satisfaction and productivity.

Finally, the bank can think about developing a more data-driven HR strategy, where analytics will be employed to analyze the performance of employees, training performance, and the results of recruitment. HR analytics have the potential to offer useful information that can aid in making more effective decisions and strategic planning (Armstrong, 2021).

Overall, these recommendations are expected to bring The City Bank PLC's existing HR practices to the fore by streamlining, data-driven, and harmonizing them with the existing HRM principles. The recommendations will not only improve the performance and satisfaction of the employees, but will also increase the competitiveness of the bank in the retail banking sector.

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