Report On

Evaluation of Cyber Security Awareness on Customer Adoption of Digital Transaction Method : Findings from United Commercial Bank Limited

By

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22104130

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

BRAC Business School
BRAC University
January 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:

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Aiman Salim
22104130

Supervisor's Full Name & Signature:

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Shihab Kabir Shuvo
Senior Lecturer, BRAC Business School
BRAC University

Letter of Transmittal

Shihab Kabir Shuvo
Senior Lecturer,
BRAC Business School,
BRAC University,
Kha 224 Pragati Sarani, Merul Badda, Dhaka 1212, Bangladesh

Subject: Submission of Internship Report

Dear Sir,

I am happy to present my report on Cyber Security Awareness on customer adoption of digital transaction methods: Findings in the United Commercial Bank Limited which was prepared according to my academic requirements under your supervision.

The report will explore the awareness of cyber security levels in customers and its effects on trust and use of digital methods of transaction within the United Commercial Bank Limited (UCBL). The research paper integrates both primary and secondary data with quantitative analysis using SPSS in order to have the effect of analytical rigor and reliability. The most important elements of digital security awareness, customer trust, perceived strength of security, and digital banking adoption have been critically examined.

I would hope this report would pass the academic standards and goals of the course. I would also appreciate your constructive criticism and ideas of how to enhance the situation.

I would like to thank you for your constant guidance and support in the way of the preparation of this report.

Sincerely yours,

____

Aiman Salim
22104130
BRAC Business School
BRAC University
Date: 26 /01, 2026

Non-Disclosure Agreement

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

This agreement is made and entered into by and between United Commercial Bank Limited and the undersigned student at Brac University, Aiman Salim

Acknowledgement

I would like to say that I am deeply thankful to Almighty Allah who gave me the power and the endurance to successfully write this report.

My honorable supervisor, Shihab Kabir Shuvo, will always be my debtor because he provided guidelines, constructive feedback and useful suggestions during the entire internship process. His academic wisdom was critical in the development of this report.

I similarly want to acknowledge the cooperation and assistance of the officials and employees of the United Commercial Bank Limited (UCBL) and in particular Card Operations division employees in the provision of the right information and insights. The special thanks go to all the respondents who took part in the survey and provided their experience in digital banking and cyber security.

Lastly, I would like to credit my family, friends and classmates who have provided support to me in completing this study by encouraging and giving moral support.

Executive Summary

Digital banking has revolutionized the financial services industry in Bangladesh through its high rate of growth, making the financial services convenient and efficient to the customers. Nonetheless, the growing dependence on the use of digital means of transactions has also raised concerns over the risk of cyber security. The report assesses how customer adoption of digital methods of transactions at United Commercial Bank Limited (UCBL) will be affected by awareness on cyber security.

The research is anchored on primary and secondary data. The primary data were collected in the form of a questionnaire survey of 10 employees and 90 customers of UCBL. The UCBL annual reports, guidelines of Bangladesh Bank, and other academic resources provided secondary data. The SPSS was used to conduct the quantitative analysis via descriptive statistics, reliability analysis, correlation, and regression analysis.

The results show that there is a positive and significant correlation between cyber security awareness and customer trust and perceived security strength and influence the adoption of digital methods of transaction strongly. Even though the majority of the respondents actively use digital banking services, a significant amount of them showed only moderate levels of understanding of the cyber security threats, which puts them at risk of phishing and fraud. The reliability analysis revealed that there is acceptable internal consistency of the measurement items and the regression analysis results revealed that trust and perceived security were significant predictors of digital banking adoption.

The paper has come to the conclusion that the UCBL has a well-developed digital security infrastructure; it is necessary to conduct customer education and awareness programs in order to build the trust and promote the acceptance of the digital services. To further improve the level of digital security and consumer trust, the report suggests ongoing awareness of the target market, better fraud response strategies, and enhanced best practices on vendor risk management.

In general, this report offers useful ideas to banking practitioners and policy makers to enhance cyber security systems and ensure safe implementation of digital banking in Bangladesh.

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**Name : ** Aiman Salim

ID : 22104130

Name of the Supervisor : Shihab Kabir Shuvo

Designation of Supervisor : Senior Lecturer

Name of the Co-supervisor : Raad Ryasaat Khan

Designation of the Co-Supervisor : Lecturer

Chapter 1 : Overview of Internship

1.1 Student Information

Name : Aiman Salim

Student ID : 22104130

Program : Bachelor of Business Administration (BBA)

Major/Specialization : Business Analytics and Information System

As a student majoring in Business Analytics and Information System, and minoring at Human Resource Management, the internship offered an opportunity to amalgamate academic theoretical learning with practical real world experience to the core banking system and IT structure management. This internship provided continuous insightful information and understanding of how banks are adopting and increasing their utilization of technology for day-to-day operations productivity, data safeguarding and service delivery in internet banking circumstances. This internship holds an integral component of the undergraduate program, specifically designed to reduce the gap between theoretical knowledge and practical experience of banking practices.

1.2 Internship Information

1.2.1 Period, Company Name, Department/Division,Address

The internship commenced at United Commercial Bank Limited, one of the largest and leading first generation private commercial banks of Bangladesh, from

October to December. The student was assigned to the Card Operations and Payments Division, situated at Plot - CSW(A) - 1, Road Number 34, Gulshan Avenue, Dhaka 1212.

The department is well skilled in the management of card-payment transactions like debit/credit card and its methods such as issuance, POS, E-commerce and QR App transactions, anti-fraud management and conflict settlement. The department is reputed to be good in facilitating the development of digital banking channels, enhancing efficiency and security of financial services of the bank for customers countrywide.

During the internship, the student was exposed to first-hand experience, practical skills and
the operations of digital card and payment management systems of UCBL that deal with its day-to-day activities, which made a substantial contribution towards digital modernization efforts. It also gave the student an important practical experience about its system, softwares and practices that help in ensuring safety and secure transactions solutions.

1.2.2 Internship Company's Supervisor Information : Name and Position

Name : Md. Shakhawat Hossain

Position : Vice President, Card Operations and Payments Division

Organization : United Commercial Bank Limited

Mr. Shakhawat provided invaluable mentorship and support during the period of internship, giving valuable advice on the daily activities, regulatory needs, and the importance of protection of sensitive information and customer trust.

Under his guidance, the student acquired real world experience on internal workflow, professionalism in an organization, significance of maintaining confidentiality and work ethics. The supervisor's guidance and support was invaluable in providing an insightful but also clear picture of how a financial organization runs in an era of technical modernization.

1.2.3 Job Scope - Job Description/Responsibilities/Duties

As an intern of the Card Operations and Payments Department, the student’s role involved both operational practical activities and data driven analytical tasks of digital transactions banking. The major duties of the intern were as follows

- Observing the overall daily operations of the department
- Learning about the basic banking terms and conditions - debit, credit, prepaid cards, electronic funds transfer, POS machines and e-commerce banking facilities.
- Observing and keeping notes on UCBL’S in-house softwares such as U-Net, iPortal and Card Management System (CMS) and their different uses.
- Monitoring in customer support tasks such as credit/debit card renewal, cancellation, passport endorsement and block etc.
- Examining and monitoring security protocols, customer verification and record maintenance to protect from any security hazards while maintaining compliance banking practices.
- Exploring UCBL’S different loans and accounts along with their benefits, for example, UCBL has their own digital on-board called U-Click, which allows you to open an account anytime from anywhere. They offer different accounts such as UCB AYMA - Women Banking, UCB Shadhin - Zero Employment, Youngster Saving Account,
Employee Benefit Savings Account and Shobuj Shonchoi Account etc. They also offer a number of different loans such as home loan, personal loan,secured overdraft, employee home loan, hospital loan, SME loan,Agri loan and Corporate Banking loans etc.

The internship focused on both learning and participation. By engaging in hands-on banking operations, the student learned real world understanding on how rapidly growing technological financial institutions support security and trust of its customers.

1.3 Internship Outcomes

1.3.1 Student's Contribution to the Company

For the entire duration of the internship at UCBL's Card Operations and Payment Division, the intern made consequential contributions that enhanced the daily activities of the department. Even though the responsibilities and duties were undertaken under supervision, the intern's engagement supported everyday operations consistently with customer satisfaction.

The key inputs to be made by the intern were as follows:

- Operational Assistance : The intern helped to deal with the day to day running of the department e.g. issuance, renewal and cancellation of cards, and the management of passport endorsement and deliveries. Observing documentation and ensuring that the information of the client is correct, the intern helped to reduce the number of mistakes and timely deliveries.
- Ensuring Customer Authentication : The intern helped in the verification of client information in opening of accounts, activation, pin issuance and verification. This step in particular is critical in guaranteeing accuracy of data and security procedures. Failure to input one small piece of information correctly within the system will lead to the system failing altogether and the whole process will be required to be repeated thus causing time loss.

- Conflict Management : Helped in handling customer complaints over failed or unauthorized transactions. The intern handled the matters and reported to the supervisors on those cases and settlement.

- Customer Support : The intern supported the customer representative team dealing and answering customer queries on cash withdrawal, access to digital banking and failed transactions. The intern also assisted the team in enhancing the effectiveness of communication and general customer service.

- Documentation Management : The intern maintained and organized records of the service requests of the business center and how they were resolved. This brought about a better traceability and veracity of the departmental records.

All these contributions contributed synergistically to the productivity of the operation of the Card Operations and Payments Department. The intern was in charge of smooth sailing with concentration, hard work and flexible service delivery timely.

1.3.2 Benefit to the Student

The central aim of the internship is to help give a holistic learning experience, in conjunction with digital exposure, which guarantees conflict management skills, emotional intelligence, logical thinking and problem solving abilities. The goals and benefits obtained during the internship period are as follows :

- Learning In Depth about Digital Transaction Structure : The intern gained hands-on experience and knowledge of how digital transaction platforms operate such as POS Machines, E-Commerce Transaction, ATMs and internet banking and incorporate into the broader financial ecosystem.
- Understanding of Banking Software Systems : Assisting with UCBL's in house built softwares (such as U-Net, Card Management System and iPortal) enriched the intern's knowledge and capability to understand how different system softwares operate, data security protocols, information and data handling.
- Awareness on Cybersecurity Implementation : Firsthand involvement in anti-fraud management activities helped interns gain awareness about digital security hazards such as phishing attacks, card fraud, malware attacks, security breach and precautionary practices implemented by the financial institutions.
- Enhanced Communication Skills : Communicating with diverse customers and officials of the organization improves the intern's ability to communicate effectively and professionally, addressing issues and thriving in competitive high-stress situations.

- Insights into Adherence to Regulations : Learning about the significance of adhering to Bangladesh's financial regulations, data security practices, internal compliance guidelines to assure solidarity of financial operations.
- Building Administrative and Analytical Skills : Compiling documents and transaction records while analyzing interpretation of user data leads to critical thinking abilities and improved organizational productivity.
- Professional Development and Confidence : Throughout the internship period, the organization's focus is to empower interns to be self-confident, disciplined and adaptable to different situations, training the interns for the prospective position in FinTech organizations.
- Growing Transformation of Deception and Scams : Staying updated about the increasing digital scams and fraud requires continuous alertness and learning, as scammers are coming up with new tactics to scam people continuously.

By combining academic learning with hands-on experience, the internship provides theoretical knowledge along with practical capabilities.

1.3.3 Problems/Difficulties (faced during the internship period)

Although the internship provides invaluable experience and insights, there were some indispensable challenges faced during the internship that offered extended learning opportunities.

- Adjusting to Workplace Environment : Adapting to a professional environment from academic routine and classrooms can be quite challenging and take some time to adapt to the environment and new routine. Adhering to a new schedule, maintaining formal communication and work ethics, and comprehending the workplace chain of command can be some of the early challenges that interns face.
- Lack of System Access : Because of uncompromising security protocols and confidentiality measures, accessibility to sensitive data are inadequate and

controlled. The essential security practices came at the cost of being able to completely examine the system's functionalities.

- Technical Learning Curve : Interns coming from different backgrounds or with no financial software knowledge requires a significant ramp-up period to grasp basic understanding of UCBL's in house built softwares. This could be due to lack of knowledge on financial software and experience, requiring substantial effort and determination to learn reporting, data handling and verification.

In spite of these obstacles, these challenges can turn out to be an opportunity to learn from and make interns develop adaptability, problem solving skills and analytical skills.

1.3.4 Recommendations (to the company on future internships)

Based on the entire experience of the internship, a few recommendations could be put forward to improve the potency of the UCBL's internship program. They are as follows :

- Extensive Orientation Workshop : Based on the experience, during the first week of internship, interns usually feel clueless and wear out easily. A detailed and organized orientation workshop during the first week of the internship would assist them to be familiarized with the organization's different departments, their internal workflow, security protocols and organization's in house built platforms.
- Devoted Advisor/ Mentor System : Allocating each student to particular mentors would lead to better communication and ensure exchange of information and feedback effectively.
- Organization's System Access for Learning : Usually interns are completely restricted from using organization's in house systems due to strict security concerns. However, if they are allowed even a limited access, it would provide them a better understanding of the work and gain hands-on experience on basic day-to-day operations.

- Technical Bootcamps : Arranging mini sessions on anti-fraud management, security guidelines and digital transaction operations could enhance intern's technical skills and knowledge.
- Inter-Departmental Rotations : Assigning interns to rotate between different departments such as Debit Card Department, Credit Card Department and Payment Department would
  help them gain a better and wider understanding on how digital banking operates.

Taking these recommendations into consideration would help future interns and the organization itself to be more efficient, interactive and beneficial to both the parties involved.

Chapter 2 : Organization Part

2.1 Introduction

This chapter reveals an in-depth evaluation of United Commercial Bank Limited, with a special attention to the Card Operations and Payments Division, where the internship took place. The main purpose of this report is as following :

a) To elaborate the organization's context such as its background, environment, operational activities and its structure.
b) To assess management and human resources responsibilities
c) To evaluate marketing strategies and financial performance
d) Examine information management and operation management's practices
e) To assess UCBL's competitive advantage and environment in the market

The purpose of this chapter is to provide both a descriptive and analytical overview on the overall operations of different departments. This assessment holds a significant value because the Card Operations and Payments Division oversee the whole structure of the institution as it has interdependency with other departments, for example,

- Card Operations depends on IT departments to manage its system, process payments and acquire digital characteristics.
- The Risk Management department lays out fraud thresholds and protocols.
- It relies on the Marketing or Product Development department during the launch of new kinds of cards.
- It works continuously with Customer Service to handle customer queries and complaints.

2.1.1 Objectives

The objective of this chapter is to provide the following information :

- This chapter provides brief history and an overview of the UCBL, as well as its vision, mission and strategic goals.
- Assess administrative practices, leadership style, human resource approaches such as training, recruiting, compensating and appraisals as they are interconnected with operational efficiency.
- Evaluating UCBL's marketing strategies and observing how customers are perceiving those strategies.
- Reviewing latest fiscal performance from public financial statements and annual reports.
- Analyzing IT/operations department's practices related to card operations for example - fraud prevention protocols and in house built softwares.
- Implementing Porter's 5 forces and SWOT analysis to examine UCBL's market position and competitive advantage.
- Outline key findings and recommendations for enhancing its operational effectiveness, security protocols and customers' adaptation of digital banking systems.

2.1.2 Scope of the Study

This chapter covers overall strategies and practices of the organization as well as the Card Operations Department. Although Card Operations is the highlight (due to the internship placement), however, this chapter will assess all of the department's strategies as they are interconnected with each other. The study focuses on Card Operations and Payments Division's key functionality witnessed during the internship, for example - ID creation and issuance of debit, credit and prepaid cards along with adherence to regulations such as passport endorsement for foreign currency allotment, in conjunction with its annual travel quota of $12000. Fiscal assessment will be conducted via annual reports and audited fiscal statements available on the web from recent years.

2.1.3 Methodology of Organizational Analysis

This report will be adopting a problem-based approach, mainly focusing on distinguishing and analyzing customer's awareness on security hazards of the online transaction system of UCB. The study emphasizes qualitative research, supported by quantitative research from internal records and reports.

The primary data will be gathered through direct observation during the internship period, besides unstructured interviews and surveys with employees of the Card Operations and Payments Division. Under the supervision of the workplace supervisor, a survey will be conducted including both open ended and closed ended questions evaluating employee's perspective on adoption and reluctance of digital transactions due to cybersecurity awareness. It will also include observations on various key functions of the department such as id creation, issuance of card, processing chargeback etc, first hand experience with in house built softwares updating accounts, re-issuing, renewal and cancellation of cards in iPortal and Card Management System.

The secondary research will be derived from UCBL's financial annual records, documents and publications affiliated with online payment safety of their consumers.

Quantitative research such as statistical/figures data will be gathered and assessed through descriptive statistics to forecast patterns and fluctuations. All the data derived will be assessed regarding the subject matter so categorize significance of risks and examine the appropriateness of the existing regulatory measures. Moral considerations and perseverance of sensitive information will be strictly considered throughout the research period.

In this chapter, there will be an implementation of different business frameworks to evaluate gathered data. For example -

- Utilization of Porter's 5 Forces to distinguish the level of competition and profitability of the online transaction system of UCBL by assessing the strength of the 5 forces.
- Analyzing SWOT Analysis to recognize UCBL's strength and weaknesses with its opportunities and threats in the competitive environment.
- Reviewing financial ratios to revise fiscal statements including liquidity ratios, profitability and efficiency metrics.
- Implementing DuPont Analysis to analyze the overall profitability of UCBL. The three core drivers of DuPont are : ROE - Net Profit Margin x Asset Turnover x Equity Multiplier

2.1.4. Significance of the Study

The safety and protection of digital transaction methods has become increasingly significant for maintaining customer loyalty and confidence but also to secure their sensitive information and secure the solvency of the financial banking sectors. This study is crucial since it pinpoints how increasingly the fraudsters are coming up with new ways to scam people and how customers are becoming reluctant to make any digital transaction due to lack of confidence. This study covers the growing gap among online competence and customers' consciousness regarding digital transactions. The findings of this research will help UCBL to organize more awareness programs for the society. It will also assist UCBL to comprehend the growing barrier between digital payment adoption and customer's reluctance towards it. Lastly, the aim of this report project is to support the foundation of sustainable, trustworthy and distinguished digital banking institutions of Bangladesh.

2.1.5 Limitations

During the internship period, there were a number of difficulties faced such as providing limited or no access to the system software to the intern, which prevented them from gaining hands-on experience on how the system operates. Due to confidentiality and other security concerns, there was no access to administrative management or fraud management dashboards to learn about security protocols in depth.

Another limitation would be that interns coming from different backgrounds or with no financial software knowledge requires a significant ramp-up period to grasp basic understanding of UCBL's in house built softwares. This could be due to lack of knowledge on financial software and experience, requiring substantial effort and determination to learn reporting, data handling and verification. Moreover, adapting to a professional environment from academic routine and classrooms can be quite challenging and take some time to adapt to the environment and new routine. Adhering to a new schedule, maintaining formal communication and work ethics, and comprehending the workplace chain of command can be some of the early challenges that interns face.

The primary research methods carried out were observation and survey-backed findings which represented only one department (Card Operations and Payment Division). It would be unfair to judge the overall insights and results without considering the other departments such as off-shore banking, retail banking and credit risk management etc. Finally, some insights and details are derived from online articles and newspapers, which back up the analysis but may not be completely precise and may represent biased opinions towards the organization.

2.2 Organization Overview

Established during 1983, United Commercial Bank Limited has been one of the leading first generational commercial banks of Bangladesh. In the following, UCBL has transformed from regional banking to national banking organization offering a number of services such as corporate banking, retail banking, SMEs and digital banking services. Over the years, UCBL's path of development has incorporated expansion of branch networks, launching online banking services and introducing tech-driven finance such as mobile banking service known as 'Upay'. It is also publicly dual-listed on Dhaka Stock Exchange and Chittagong Stock Exchange. International banking competitors, adherence to regulations compliance and technological revolution has led to a transformation of UCBL's strategic direction on digital innovations and customer satisfaction.

2.2.1 Mission, Vision and Strategic Objectives

United Commercial Bank proclaims that its mission is to serve commercial banking to the financially marginalized population of Bangladesh by means of affordable, low price, reliable and safe technology. Its vision is to be customer-centric while maintaining technological transformation and sustainability. In UCB's Sustainability Report 2023, the organization announced its slogan as " United in Integrity, Growing Sustainably." They believe it symbolizes UCB's vision of long-lasting commitment of serving value to its customers as well as its employees and shareholders, while supporting the domestic economy with social responsibility. Their strategic objectives featured in 2023 annual report which comprised - strengthening deposit growth, upgrading asset performance, introducing various digital transaction modes (internet banking, e-wallets and cards) and enhancing regulatory compliance and management control.(UCBL, 2023)

2.2.2 Organizational Structure

United Commercial Bank is under the authority of the governing body involving external directors and maintained by a number of committees for example - Risk Management, Audit and Corporate Governance. Top management includes Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Information Officer (CIO) and a number of other department heads such as Corporate, Retail, Treasury, Card Operations And Payment Division, General Banking, Risk Management,IT and Human Resources. The Card Operations and Payments Division reports to the Operations chain of command and assists a number of departments such as IT, Risk Management and Customer Service to handle day-to-day operations of card and digital transactions groundwork.

2.2.3 Range of Services and E-payments

United Commercial Bank offers a varied number of services to its customers such as corporate banking, SMEs, retail banking (savings accounts, current account, debit cards, credit cards and prepaid cards), treasury services, trade services and digital banking. UCBL's digital transaction modes are as follows - POS acquiring, domestic/international debit/credit cards, e-commerce, mobile transactions through Upay, internet banking and mobile banking. They have three main in-house build softwares - U-Net, Iportal and Card Management System which highlights UCBL's contribution in online structure to provide assistance to operational productivity and customer satisfaction. With their digital on-board facility called the "U-Click", customers can create an account anytime from anywhere. Their account maintenance fee is free of cost during the first year, as well as, their internet banking benefits are also free. They also provide banking accounts tailored to different customers such as

- Retail Pension Savings Account
- Employee Benefit Savings Account
- UCB Ayma - Women Banking
- Shomota Saving Account - Zero Poverty
- NRB Savings Account - Non-Resident Bangladeshis
- UCB Shadhin - Zero Unemployment
- RFCD Account - Resident Foreign Currency Deposit
- UCB Earning Plus Fixed Deposit (FD)
- UCB Imperial Savings
- Youngster Saving Account

They also have provide variety of bank loans tailored to different customers such as

- Home Loan
- Personal Loan
- Auto Loan

- Secured Overdraft (SOD)
- Employee Home Loan (EHLS)
- Employee House Building Loan (EHBL)
- Doctor Loan
- Hospital Loan
- SME loan
- SME Deposit
- Agri Loans
- Corporate Banking Loans

2.2.4 Network of Outlets, Geographical Presence and Subsidiary Operations

United Commercial Bank has a plethora of physical branches, in precise, 231 branches all over the country. Dhaka City itself has 47 branches and a total of 162 ATMs located in 32 districts of Bangladesh. They operate an extensive network of branches and sub branches backed by online platforms that surpasses geographical constraints. Subsidiary operations consist of merchant acquiring, brand collaborations with commercial merchants and online marketplace. The institution's size and market reach has a substantial competitive advantage, facilitating efficient online implementation and mass market engagement.

2.2.5 Recent Progresses

Over the past years, United Commercial Bank Limited has launched technological modernization and FinTech partnerships. The innovation and upgrade of Upay App as a mobile banking platform represents a strategic focus to enter into digital transaction development and inclusive finance initiatives of Bangladesh. Simultaneously, UCBL introduced a new regulatory framework to strengthen its governance in order to enhance its loan portfolio and safeguard its digital transaction channels (UCBL,2023).

One of the recent developments of United Commercial Bank has been the inauguration of the country's first ever Open API Banking Services with a new platform known as the Oracle. This facilitates the institution to provide a broader, expanding clientele at the same time with streamlined efficient solutions. The vital element of this service is that it allows UCBL to safely and efficiently amalgamate with external parties for example fintech apps, enabling customers more customized financial services and streamlining transactions for businesses (UCBL,2025).

In 2021, UCBL inaugurated a new agri loan initiative to help the rural sector of Bangladesh, especially, prioritizing disadvantaged ethnic minority groups and farmers. As a part of this program, UCBL spent 21 million taka to 71 poor farmers at Khagrachhari (UCBL, 2021).

Lastly, one of the most vital initiatives UCBL has carried out is its Corporate Social Responsibility (CSR) campaign. They have officially incorporated Corporate Social Responsibility (CSR) as one of their major strategic organizational planning, perceiving it as a significant " social contract" between the community and a crucial part of the culture. UCBL has organized its CSR program for seven crucial areas. These are:

- Education
- Health
- Disaster Management
- Environment
- Sports
- Arts & Culture
- Socio-Economic Development

2.3 Management Practices

2.3.1 Management/Leadership Style & Culture

United Commercial Bank Limited rigorously follows a participative and transformational leadership style. They highly encourage participation, collaborative decision making and effective engagement and communication between employees with their department heads. Key decisions are mainly carried out through thorough discussion, mutual conversation and in accordance with the fundamentals of the organization's management style.

Furthermore, UCBL's management style exhibits the characteristics of transformational leadership management, because it strongly focuses on encouraging employees working towards a common purpose of digital transformation and customer oriented banking services. Senior executive's roles are to empower innovation, moral implications and continuous development to synchronize employee's determination with organization's objectives cultivating a purpose driven culture overall in the workplace.

This management technique assists UCBL's prolonged strategic goals, specifically in improving quality of service, enabling technical modernization and preserving customer-oriented work culture. By decentralization and delegation, employees from all levels are highly encouraged to share their views and opinions in order to enhance employee accountability, ownership and operational effectiveness.

A management style cannot be successful if the leader cannot maintain trust and transparency not only with the employees but within the overall organization because these are key traits when operating a financial institution like UCBL.
Both transformational and participative management has completely shown its influence especially enabling cross functional cooperation between different departments such as Card Operations, Retail Banking and IT etc. For instance, senior managers involve employees from different departments in participatory discussion sessions to discuss and give their opinions on issues like software upgrades or customer disputes as all these departments handle these issues as well.

Both the leadership style contributes to UCBL's strategic objectives -

- Advocating about the current transformation in digital payment adoption
- Empowering employees' participation and team morale
- Improving quality of service and productivity
- Assuring ethical and regulatory implications through mutual accountability

In spite of all these, specific financial determinants, especially in concern with credit risk or compliance etc, requires a centralized and semi centralized decision making to assure adherence to regulations and fiscal accountability. Discussions related to credit risk or compliance should be handled by the Board of Directors to ensure ethical implications and financial responsibility following the rules of Bangladesh Bank.

2.3.2 Planning Process of Human Resources

The Human Resource planning of UCBL is consistent with its leadership and management framework. The HR department is responsible for workforce planning, making sure every human capital is contributing effectively to meet UCBL's prolonged strategic objectives of technological modernization and satisfactory customer service. The planning process requires anticipating future workforce needs, examining existing skills of current employees and distinguishing gaps essential to address through recruitment and training.

The HR department works together with different departmental heads to distinguish each department's personnel needs such as Retail Banking, IT, Corporate Banking, Offshore Banking, Customer Service and Card Operations. The role of the HR is to undertake strategic planning of the workforce to ensure that all the divisions are staffed with competent and experienced employees and is not overcrowded or understaffed. To develop an internal managerial leadership system, UCBL will apply a systematic and strict succession planning method that shapes middle managers to the future management roles.

This is the systematic way of undertaking HR planning which underscores the commitment of UCBL to long term sustainable development and learning. Furthermore, these strategies maintain the productivity and flexibility in its operations to adapt to any scenario like the transformation to digital.

2.3.3 Recruitment and Selection Process

The procedure of hiring and selection will be carried out as follows: United Commercial Bank is characterised by integrity, trustworthiness and diversity as it is known. exquisitely following transparent and competency-oriented recruitment. To manage the recruitment processes, several platforms like UCBL Career Portal, social media job dashboards, university career fair and internal employee reference are observed. The candidate selection process involves a series of operations that include written skills test, technology skills test and multiple interview processes to test technology and intellectual skills. To attract fresh graduates in the high profile and well established universities with a wide range of skills including communication skills, critical thinking skills, managerial skills, cognitive skills among others, a national level examination is conducted between entry level or junior level positionsConversely, UCBL also has an internal recruitment process also referred to as promotions, with a senior manager offering his referrals to middle managers or executives to get a promotion.Candidates are also interviewed in case of external promotions using recognised networks or job placements.
The foremost task in the HR Department would be to make sure that its practices and recruitment process was in tune with the standards and policies of UCBL and, at the same time, enable the potential applicant to adapt to the corporate culture and develop their abilities, such as emotional intelligence and adaptability. This is a critical element in the recruitment process since it guarantees establishment of a competent working environment that is a promoter of the online transaction system at UCBL that is technologically proficient.

2.3.4 The Compensation System

United Commercial Bank follows a structured strict compensation system to all levels of duties, corporate structure and performance analysis. Remuneration and salary are taken into account and analyzed on the level of rivalry in the industry. There are a varied kinds of compensations such as - fixed pay, bonuses, performance appraisals, provident funds, health insurance and fringe benefits like offering company car or house etc.

To keep employee’s morale and motivation, UCBL follows Performance Based Incentives, where top performers are rewarded through recognition and monetary bonuses. These performance based reward initiatives keep employees on ground and encourage them to perform better every time. This method leads to high quality service, innovation and responsibility towards the department as well as the organization. Furthermore, UCBL cyclically revised compensation benchmarking to synchronize its salary structure with current standards of the industry demonstrated by Associations of Bankers, Bangladesh (ABB).

UCBL also offers a number of non-monetary initiatives such as professional development, certification of appreciation and recognition rewards to boost employees’ efficiency, confidence towards the organization and job satisfaction. The practices are in correspondence with the management system of the department - participative and transformational leadership styles, strengthening employee’s value of participation, commitment and improvement.

During the internship period, the interns are paid in accordance with the standard current market benchmark, along with travel costs and certificate of participation. However, this also varies between different organizations.

2.3.5 Training and Development Initiatives

UCBL prioritizes professional development and continuous learning as a significant element of its HR strategies. The learning and development also known as L&D department routinely arranges training programs such as bootcamp or masterclass, seminars, workshops and technology learning workshops for all the employees of the organization. Training facilities involve electronic banking services, client management, regulatory compliance, anti-money laundering (AML) operations, digital safety awareness and managerial training.

The new hires are familiar with the divisions, customs, workplace ethics and tradition, working habits and regulatory practices of UCBL in the comprehensive orientation, training process. In addition, mid managers are highly recommended to go through advanced training and development programs in partnership with Bangladesh Institute of Bank Management (BIBM).

Moreover, UCBL pays a considerable amount of attention to the opportunities of job rotations and training in another department to facilitate diversity and readiness to lead.The management style of UCBL aligns with these methods that promote teamwork, nimbleness and corporate stability. UCBL ensures that the employees at every level maintain competence in a dynamic banking environment that is pushed by the embrace of fintech and digitalization by encouraging employee development.

2.3.6 Employee Evaluation

The employee evaluation process at UCBL has been designed in a manner that is objective, direct and result-oriented. Key Performance Indicator (KPI) includes the measurement of the performance of the employees by the set numerical and descriptive measures. The KPIs of each department are different e.g. the operations department is very keen on high productivity and efficiency and on the other hand, the retail banking is more interested in customer retention and loyalty. Typically, the performance appraisals are conducted once in a year or after every six months. Once the evaluation of individual performance as well as team performance has been done, the managers then carry out feedback sessions as a way of helping employees identify their areas of weakness and their strengths. In addition, such an approach enables further participatory performance management that uses self-evaluation. The key goal of this plan is to ensure that well performing employees receive the recognition and rewards that they deserve and their career growth is matched and balance between skills gaps addressed. The combination of the personal target of each employee and the strategic objective of UCBL guarantees the atmosphere of further growth and devotion.

2.4 Marketing Practices

2.4.1 Introduction

The traditional and product-oriented marketing strategies are being overtaken by technologically-oriented and customer-oriented marketing strategies across most financial services industries. In fast-changing financial technology, best marketing strategies are important in the achievement of key milestones such as digital independence, client retention and brand identity to an already-technologically minded financial institution such as UCBL. Using its customer involvement, brand name and online interactions, UCBL core advertising strategies are aimed at adjusting to the emerging needs of retail and corporate clients.

2.4.2 Marketing Strategy

Unlike their traditional marketing approaches, UCBL has implemented customer-focused marketing strategies prioritizing adaptability, transformation and reliability. UCBL's aim is to make sure that its marketing approach is related to the organization's mission to provide safe, swift and comprehensive financial offers through constant technological improvements. The main objective of this strategy is to encourage and increase the utilization of digital transaction services along with increasing its financial products and services to the customers and enhancing overall quality of customer service.

These strategies can be categorized into three categories :

- Product Diversification : United Commercial Bank Limited has a number of customized financial products and services that they differentiate themselves from such as SMEs, Remittance Services and online services for example, Upay App etc. This ensures that each service is convenient, safe and affordable to different customers to retain them both in city and outside of the city areas.

- Digital Transformation Marketing : UCBL represents itself as a dynamic organization, in the sense that it represents innovation and progress, while prioritizing technical leadership. UCBL has also launched multiple campaigns on Upay, Ucash and other internet banking platforms emphasizing on accessibility, digital literacy and electronic transactions aligning with Bangladesh's vision of "Smart Bangladesh 2041."

- Trust and Relationship Marketing : Trust and Relationship Marketing UCBL pays attention to credibility-based commercials, just like their slogan of being United in Integrity and Growing Sustainably encourages the formation of emotional relationships with society. Their brand message is that there is power in the community, verisimilitude and mutual success. Its marketing strategies reflect corporate ethics at the workplace with community-based campaigns and Corporate Social Responsibility (CSR) and financial literacy programs.

The rationale is to maintain these corporate goals in balance with the current ideas of marketing and relationship marketing and brand recognition theory that emphasize the importance of customer loyalty and confidence in developing long-term value (Kotler and Keller, 2016).

2.4.3 Target Market, Segmentation and Positioning

UCBL differentiates prospective markets in three central categories:

- Retail Banking Customers: The individual customers of UCBL tend to consume banking services such as debit card, credit card, personal loan and financial services. Serving this segment would result in a better ease of living, convenience and safety.

- SMEs and Corporate Customers : UCBL offers tailor-made loan facilities in line with various customer, payroll management and online payment management to both the SMEs and the large institutions. Promotional campaigns lead to trust and business building and instant transaction facilities.

- Digital Transaction Users : UCBL mobile banking service called Upay targets its own customers composed of young tech-savvy people and freelancers who do not have a bank account but need an alternative to QR payments and an e-wallet. Advertisement activities in this area enhance financial independence and belonging.

Position Strategy:

UCBL is a company that is a combination of innovative and stable firm and is known to be a customer driven and technology advanced company. This is a strategic market positioning that makes UCBL strong in terms of financial stability and brand image as compared to various retail based competitors such as Nagad and Bkash.

2.4.4 Marketing Channels

UCBL relies on the omnichannel and multichannel strategies to interact with its customers through both traditional and online channels. UCBL defines its multichannel as an avenue to contact as many customers as it can using various channels including social media, websites and email. Contrary to this, omnichannel demands the creation of coherent and individual customer experiences to all of them.

- Physical Branch: UCBL has 714 ATMs and 232 physical branches in Bangladesh. These physical offices and branches through these ATMs make it easier to interact with the customers face-to-face. Although the world may be getting used to digitalization, a tangible look such as an office or a branch is immense and makes one trustworthy particularly amongst corporate and seniors.

- Collaborative Partnerships: UCBL marketing strategy includes the collaboration with retail merchants, fintech companies, and e-commerce partnerships and networks to offer co-branded promotions such as cash-back offerings and savings on digital payments.

- Digital Channels: UCBL can be observed engaging with its customers digitally on its social media channels, websites, online campaigns and e-banking (UCBL Smart App and Upay). Facebook, LinkedIn and Youtube are social media accounts that are considered essential platforms exploiting the CSR activities, providing products/services and advertising.

2.4.5 Product and Service Development

As technology evolves and customer requirements adapt, UCBL always makes sure to develop new and innovative financial solutions. Their strategy toward product development aligns with traditional and fin-tech services by introducing technology with traditional banking.

Their current product development are as follows:

- Upay: UCBL's mobile banking app ensures easier fund transfer, utility bill charges and QR transaction.

- UCBL Smart App: This is a typical digital mobile banking platform that allows customers to oversee their transactions, bank accounts and account management.

- Debit/Credit Card Enhancements: For better and smooth payment security, UCBL has upgraded its mastercard chip technology.

- Remittance and SME loan services: Today's current automation has improved and simplified digital remittance activities and implemented free collateral SMEs loans.

- UCB Sticker Card: UCBL's recent creative innovation is its sticker card. They have recently announced the sticker card as Bangladesh's first ever sticker card payment.

Every single of the newly launched products are anchored by tailored promotional and digital advertisements in order to boost the variety of prospective customers. To promote both the technological sustainability and customer value, the Product Development Department, IT and Marketing Department collaborate closely throughout the idea generation and development cycle.

2.4.6 Brand and Corporate Communications

UCBL branding strategies maintain its basic fundamental principles, creativity and unity. The phrase " United in Integrity, Growing Sustainably" illustrates the company's dedication to shared accomplishments and stability.

Brand advertising campaigns focus on ethical banking, engagement within the community and empowering customers. UCBL logo is a representation of an expressive depiction of two hands symbolising unity. The existing logo was revealed in September 2015, designed by a distinguished artist named Mustafa Manwar and Rafiqun Nabi. The design of the logo was influenced by a caring attitude that empowers unity, progress and advancement (The Daily Star, 2015).

The Corporate Affairs and Brand Division's responsibility is to oversee public relations, sponsorship and social media operations. UCBL has been involved and participated in initiatives like "Digital Bangladesh Fair" a financial literacy campaign which enhances UCBL's brand image as a socially responsible and innovative organization.

Additionally, content marketing through social media's leadership posts and financial literacy blogs can increase customer awareness and confidence while promoting UCBL's as an informational brand rather than one that conducts businesses only.

2.4.7 Advertising and Digital Promotions

UCBL has adopted digital marketing in order to keep up with the changing trends of market and consumer behavior. Its advertising approach combines conventional broadcast and television media with cutting edge digital features.

UCBL's core promoting campaigns are as follows:

- Social Media Advertising: UCBL has a highly engaging and active presence on its social media such as Facebook and LinkedIn promoting different offers, new products and CSR accomplishments. They advertise their collaborations and partnerships with different companies and restaurants. They engage with their customers via replying to their comments or by liking their comments on UCBL's Facebook and LinkedIn posts.

- Google Ads and SEO Optimization: UCBL utilises Google Ads and SEO Optimization to increase their online presence of products and services and hiring announcements. With the help of Google Ads, UCBL can achieve immediate visibility by appearing on the top of search results when customers need instant results. On the other hand, SEO Optimization improves user's site experience by reducing loading time and optimizing key words. This creates long-term sustainable visibility and reliability by ensuring the site is easily accessible to users and search engines.

- Email and SMS Marketing: UCBL promotes and updates about their on-going offers, discounts and policy revisions by sending personalised messages to their customers via sms or emails.

- Campaign Collaborations: Fostering financial accessibility through collaborative initiatives with its fintech partnerships is one of the typical examples of collaborations. For instance, the Upay-Zaytoon 2025 collaboration initiative.

Apart from cutting costs, shifting from a traditional to digital infrastructure facilitates interaction in real time, verifiable campaign results and instant swift feedback. This allows companies to assess efficiency of different campaigns as well as the customer's reactions and brand awareness.

2.4.8 Critical Marketing Issues and Gaps

Regardless of UCBL's numerous accomplishments and breakthroughs throughout the years, the organisation has encountered challenges while attempting to set its marketing strategies into execution.

- Digital Competition: Established fintech companies like Bkash, Nagad and Rocket possess a wider customer base than Upay, making it tougher for

Upay to stand out in the competitive market and retain new customers.

- Lack of Emotional Branding: The ads and promotions carried out by UCBL emphasizes on technical features like security and ease more instead of prioritizing on emotional storytelling, resulting in tougher for customers to sympathise with the company since they cannot perceive how these ads are related to their own lives.

- Rural Market Outreach: In spite of UCBL's countrywide mission to deliver access to financial services, a large portion of its marketing initiatives focuses on metropolitan areas, while a handful of activities are directed towards rural areas.

2.5 Financial Performance and Accounting Practices

2.5.1 Financial Overview

These financial results of UCBL have been steady and fluctuating throughout the years of 2020 to 2024. UCBL performance trajectory implies more extensive macroeconomic trends such as Covid19 implications, the escalating inflationary pressure, and increasing governmental implications on the banking sector. In spite of these, UCBL continues to increase its mobilization of deposits and asset growth, albeit at a sudden drop in profitability in 2024 triggered by a rise of non-performing loans and provisioning costs.

2.5.2 Trend and Comparative Financial Performance

1) Liquidity and Solvency

Due to the further tightening of control over costs and the enhanced functioning, the core cost to income ratio decreased significantly 66.73% in the past 2023 to 58.66% in 2024.This was followed by a soaring credit-deposit ratio of 91.31 which suggests irresponsible borrowing within the context of insufficient financing. The liquidity performance of UCBL in the 5 year period also remained stable despite the current ratio of 1.05 in 2024 and 1.1.5 in 2020.This means that UCBL can be in a position to meet its bills without incurring any additional debts within the nearest future.Nevertheless, Capital to Risk Weight Asset Ratio (CRAR) decreased at 14.92 to 10.59 in 2020 and 2024 respectively, which indicates that the capital security is deteriorating.

Unlike the previous years, 2024 had a capital deficit of BDT 9,728.77 million which is an indicator of solvency challenges caused by reduced value of assets and high provisioning. Another sign of increased leverage and reduced capital adequacy was debt to equity ratio that shot to 15.17 times in 2024.

2. Efficiency Performance

Due to the further tightening of control over costs and the enhanced functioning, the core cost to income ratio decreased significantly 66.73% in the past 2023 to 58.66% in 2024.This was followed by a soaring credit-deposit ratio of 91.31 which suggests irresponsible borrowing within the context of insufficient financing.

Whilst UCBL's operating profit per employee went from BDT 1.69 million in 2023 to BDT 2.65 million in 2024, overall employee headcount stayed relatively stable, reflecting improvements in productivity resulting from digital and operational technology.

3. Profitability Analysis

In 2024, UCBL's profitability dramatically dropped mostly due to a fivefold spike in total provisions (BDT 12,933 million in 2024 versus BDT 4,548 million in 2023), net earnings after tax declined from BDT 2,685 million in 2023 to BDT 608 million.

As a result, both the return on equity (ROE) and return on assets (ROA) plunged to their weakest level in 5 years, 1.44% and 0.08 correspondingly. Given the higher costs of funds (8.52%) and higher loan yields (10.00%) the net interest margin (NIM) improved marginally to 1.48%.

Profitability pressure is demonstrated by the suspension of dividend payments and a decline in earnings per share (EPS) which dropped from BDT 1.86 in 2023 to BDT 0.40 in 2024.

4) Leverage and Capital Adequacy

UCBL's capital adequacy ratio weakened as a consequence of declining Tier 1 capital and escalating risk-weighted assets, regardless of the fact that total assets increased substantially from BDT 493,307 million in 2020 to BDT 768,779 million in 2024. The total capital to RWA decreased below the minimum regulatory threshold, and the Tier 1 ratio reduced drastically from 8.92% in 2023 to 7.11% in 2024. The challenge of increasing credit without an adequate influx of capital is observed in this imbalance which eventually ends in a decline in solvency strength.

5) Market Value and Shareholder Return

UCBL's market valuation plummeted from BDT 18,309 million in 2023 to BDT 14,263 million in 2024, indicating a drop in investors' sentiment and revenue. With an abrupt rise to 22.92 times in 2024, the price earning ratios revealed decreased earnings comparatively to market valuation. A vigilant strategy has been established to safeguard capital by limiting yields on dividend payouts.

6) Asset Quality and Risk Exposure

The main concern of 2024 was over the quality of assets. From 5.5% in 2023 to 14.9% in 2024, almost tripling the percentage of assets with impairment that were non-performing loans (NPLs). Profitability was significantly impacted by this decline as provisioning expenses escalated in an immediate manner. This is because there are potential challenges with credit risk management and control, the rising non-performing loan rate is a crucial indication that it needs to be addressed immediately.

7) DuPont Analysis Summary

Based on the DuPont Analysis, lower profit margins and inactive asset turnover are the primary drivers of a decline in return on equity (ROE), even if financial leverage maintains its consistency. Because of the decreasing profitability as an outcome of greater provisioning and maintenance expenses, 2024 encountered an overall decline in its performance.

2.5.3 Accounting Practices Analysis

With the objective to abide by the regulations established by the Federal Reserve along with various regulatory bodies, UCBL has laid down a system of accounting practices designed to be compatible with IFRS and BFRS, the financial reporting framework of Bangladesh.

1) Accounting Methods and Principles

For the purpose of minimizing missing financial transactions, UCBL applies the accrual method of accounting, which requires recording income and expenditure as they are received and spent. Financial reporting is governed by the principles of basic accounting such as full disclosure, consistency and diligence.

2) Depreciation and Fixed Asset

To ensure that the expenses are distributed evenly during the life of an asset, depreciation is calculated through the straight-line method which remains constant after a fixed time period. This is an approach that presents accuracy and systematized disclosure of expenditures and evaluation of assets.

3) Provision and Impairment

Bangladesh Bank’s criteria and standards are applied for establishing provision for classified loans advances, indicating adherence to regulatory prudential standards.

The provisioning rose substantially, demonstrating compliance to cautious asset allocation and settlement of anticipated losses.

4) Accounting Cycle and Internal Controls

A detailed and extensive accounting cycle which involves journal entries, trial balance preparation, adjustments, ledgers and final statements are preserved by UCBL. Systems of internal governance such as audit and risk management, guarantees consistency and guidelines.

5) Financial Disclosure and Transparency

UCBL highlights its commitment to transparency by offering detailed disclosures on capital adequacy, risk weighted assets and non-performing loans and provisioning practices in its annual report. Third party related disclosures, conformity statements and segmental reporting all are aligned to BFRS regulations.

2.6 Operation Management and System Practices

2.6.1 Use of Information Systems for Data Management

United Commercial Bank Limited (UCBL) has tactically implemented high technology and advanced information systems to improve data collecting, storing, disseminating and processing of information all across the organization. UCBL has upgraded its Core Banking System (CBS) to allow better scalability, real time transaction and smooth service channel integration. To boost workplace efficiency and promote decision making based on data, the newly adopted cloud-enabled Enterprise Resource Planning (ERP) system streamlines essential back office tasks like Human Resource, Finance, Operations and Inventory management (UCBL, 2024).

UCBL facilitates secure data sharing, safe customer transactions and other facilities using its digital banking platform known as UNET. In compliance with

Bangladesh Bank's regulatory standards, UCBL's database management system has been constructed to guarantee the authenticity, accuracy and confidentiality of operational and customer information. UCBL's continuous dedication to achieving operational excellence and digital transformation is apparent in their efforts (UCBL,2024).

2.6.2 Information Sharing with Shareholders and Clients

To preserve transparency while strengthening communication with internal and external stakeholders, UCBL utilises a unified information system. Management, division branches and law enforcement can access real time information through CBS and ERP applications, allowing them to receive precise and immediate reports. Automated alerts, digitised statements and notifications on mobile devices are used to interact with customers, raising awareness and customer satisfaction. In addition, for better comprehension of financial and operational performances, internal users take advantage of data visualization dashboards incorporated into ERP systems (UCBL,2024).

2.6.3 Database and Office Management System

UCBL implements sophisticated workplace automation and database management solutions to expedite workflow, collaboration and documentation procedures. Safeguarding data and consistent system surveillance are facilitated by integration between the Security Operations Center (SOC), CBS and ERP. In order to ensure data security and operational efficiency, UCBL adopts international regulations and practices such as PCI-DSS, ISO 22301:2019 and ISO 27001:2022 (UCBL,2024). Centrally operated and automated technology additionally improves user interface, simplifies compliance testing and minimizes duplicate work.

2.6.4 Practices in Quality, Scheduling and Resource Management

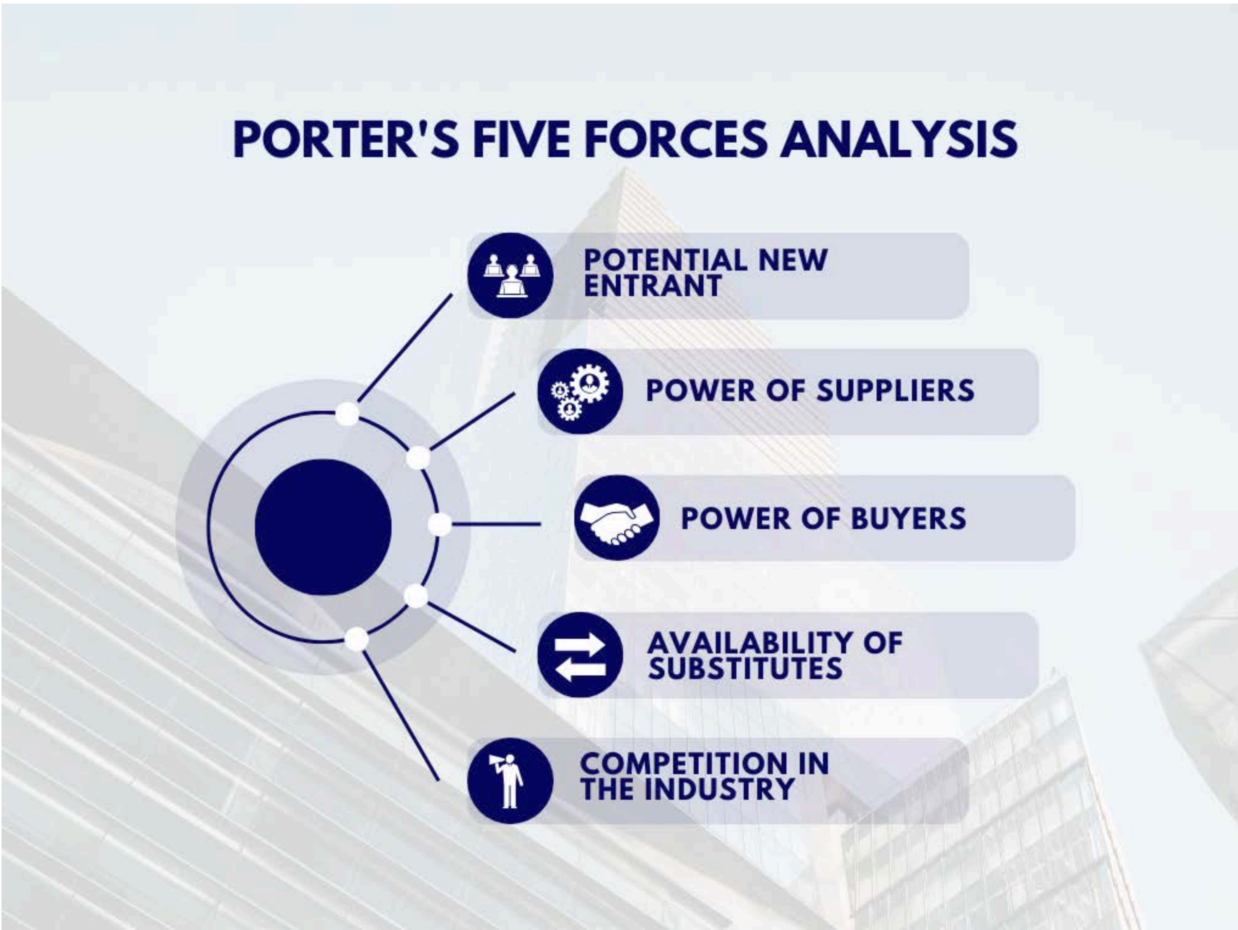
The IT management framework at UCBL is brought into focus of internationally accepted standards like ISO/IEC 27001, ITIL and COBIT that contributes to adherence to standard of operational efficiency and quality of service.ERP programs permit allocation of resources, reporting and scheduling resources, which subsequently allows the resources to be optimally utilized by the use of finance and human capital. Moreover, Robotic Process Automation (RPA) has simplified the turnaround period, eradicated human resources and improved the general productivity of the key areas of operation of the organization like treasury, trading and reconciliation (UCBL,2024).

The Security Operations Center (SOC) and Vulnerability Assessment and Penetration Testing (VAPT) are also commonly applied to scan the network systems on possible cyber vulnerabilities and threats as well as regular IT audits. All these are aimed to collaborate in order to highlight the willingness of UCBL to comply with regulations and practices and the focus on delivering excellent customer service (UCBL,2024).

2.7 Industry and Competitive Analysis

United Commercial Bank (UCBL) is a bank that is in the private commercial banking business and it is among the most competitive sectors of financial services in Bangladesh. The sector is driven by rapid technological changes, shifting laws and alterations in the tastes and preferences of the customer. This section will involve an evaluation of the competitive environment using the Five Forces framework by Porter and the strengths and weaknesses of UCBL through SWOT analysis to determine the competitive advantage of UCBL in the long run.

2.7.1 Porter Five Forces Analysis



1.Threat of New Entrants - Moderate

Strict capital adequacy, surveillance and legal obligations are set forth by Bangladesh Bank, which monitors the nation's banking industry comprehensively. This leads to a substantial barrier to entry for new competitors. Nonetheless, the rivalry continues to increase in specialised industries like digital payments and micro-lending due to the rise of fin-tech companies and non-bank financial institutions (NBFIs). UCBL's comprehensive infrastructure, established brand image, and digital transformation initiatives like UCBL Smart App and UNET platform, function as defensive advantages against potential competitors.

2. Bargaining Power of Customers - High

With the evolution of technology, customers are becoming more and more aware of the new technologies and their convenience. They now expect accessible, technologically sophisticated and trustworthy financial services. The widespread adoption of mobile banking and digital banks (such as Nagad or Bkash) has minimized the expense of shifting for retail customers. Personalised customer service, an extensive variety of financial products and services and modern technology are all priorities of UCBL to stand out against competitors and retain customers.

3. Bargaining Power of Suppliers - Low to Moderate

Customers, technology vendors, and employees are three major kinds of suppliers in the financial sector. While customers serve as a main source of funding, UCBL has a substantial and diverse investment base, minimising its reliance on a single segment. Additionally collaborations with prominent payment networks such as MasterCard and Visa offer technological stability. However, competition for component IT specialists and rising cost of cybersecurity equipment have contributed to the rising of supplier power in the digital environment.

4. Threats of Substitute Products or Services - High

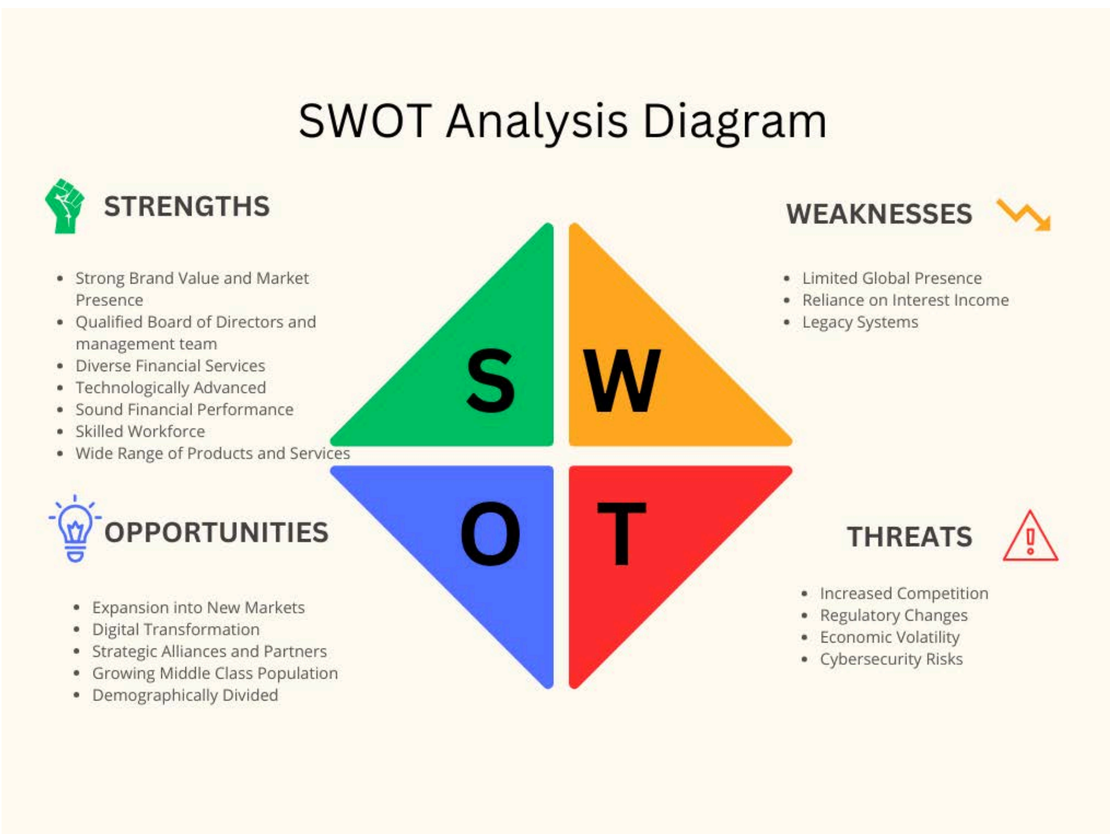
Substitution challenges are largely caused by mobile financial services (MFS), fintech companies and agent-based banking which provide more rapid and more versatile transaction services. In order to resolve this, UCBL strives to invest in online transaction services such as Upay, UNET and card based payment solutions, with the aim of delivering customers with swift, integrated and reliable alternatives to non-bank services.

5. Competitive Rivalry within the industry - Very High

Bangladesh’s corporate banking sector is saturated with more than 60 banks, which includes various new generations of private banks, leading to increased rivalry for loans, deposits and digital market share. UCBL directly competes with prominent rivals such as BRAC Bank, EBL and City Bank, all of whom have access to modern and advanced technology. Nonetheless, UCBL stands ahead in the rivalry in both urban and semi-rural areas because of its diverse products and services offering, efficient brand and ATM network and technological advancements in expansion approaches.

In conclusion, technical instability, changing legislation and initiatives based on customers ultimately lead to an extremely competitive environment in the financial services industry. For UCBL to cope up with its marketplace, it is necessary for them to maintain adaptability and undertake smart investments in both technical and customer service.

2.7.2 SWOT Analysis and Competitive Advantages



According to Annual Report 2023 and industry study, UCBL shares information about its internal strengths and external surroundings using SWOT analysis.

- Strengths: UCBL has its strong features in the form of the solid management system, good market presence and the overall governance structure. Upay and UNET are two examples of the groundbreaking digital financial system which supports their entire range of financial products. Its large branch network, highly trained employees and outstanding financial performance strengthens the confidence of the customers and productivity of operations.

- Weaknesses: The problem facing UCBL is that this company is susceptible to credit-risk due to the extensive concentration on corporate finance. Their reliance on interest money continuously undermines the increase of revenues, and its international scope limits access to foreign markets. Moreover, it is a continuous need to upgrade and correct ineffective and old operating systems.

- Opportunities: New rural markets present enormous growth prospects to UCBL particularly in regions where there are small and medium sized firms (SMEs) and retail banking. The digital transformation activities and strategic partnerships with fintech companies are one of the approaches to become competitive. These bring about immense opportunities in product diversification and expanding customer base in Bangladesh due to the upward trend in the region in terms of the rising middle class and favorable demographic in the country.

- Threats: UCBL operates in a very competitive financial space that encompasses fluctuating economic conditions, dynamic shifting regulations and stiff competition. UCBL is trying to improve its business and new cybersecurity dangers that pose great challenges. Continued funding in digital risk control and response to evolving regulatory conditions is essential in case UCBL wishes to continue growing in the long term.

2.8 Summary and Conclusion

This chapter has given a wide perspective of United commercial bank limited (UCBL) which includes its competitiveness in the financial sector in Bangladesh, its organizational profile, management structure, marketing strategies, financial success and its working structures.

In order to develop a systematic method of how to evaluate the UCBL financial performance and standards, this chapter went ahead to determine the objectives, methodology, scope of study and the importance of the study in UCBL.

UCBL strictly implements a solid framework for governance and a seamless and cohesive management style which fosters accountability, teamwork and customer-driven decision making. Simultaneously, UCBL's marketing practices focus rigorously on customer engagement, digital advertisements, recognition of the brand and an effective marketing positioning. All of these marketing practices aim to improve their competitiveness in both urban and semi urban regions.

Although the current profitability challenges spurred by a spike in non-performing loans and a greater provisioning standards led to UCBL's inconsistency of capital and deposit growth from 2020-2024. The institution applies an accrual method of accounting, aligning with international accounting standards (IFRS) and promotes fairness by complying with extensive disclosures.

One of UCBL's major accomplishments within the operations management division was its innovative use of technology. They implemented initiatives such as cybersecurity upgrades, installing of ERP, updating the latest version of Core Banking Systems (CBS) and robotic process automation (RPA). All of these have substantially enhanced customer confidence, effectiveness and quality of service and products.

The final but not least findings of the Porters 5 forces and SWOT Analysis shows that strong brand reputation, technological excellence and highly qualified employees of UCBL are the primary contributors to its competitive strengths. Conversely, financial instability, changing laws and regulations as well as cybersecurity risks are issues of concern to UCBL that suggest careful risk assessment and futuristic planning.

In conclusion, due to the fact that the existing market economy is embracing technology and is getting much more competitive, UCBL portrays flexibility and strategic skill. The ability to establish technological leadership, manage hazards, coordinate operations with future progress, and environmental compatible goals are also a key factor to its long-term success.

2.9 Recommendations

The recommendations and implications as discussed in this section will be based on the close analysis of UCBL operations management, their HR practices and procedures, marketing strategies, financial performance and competitive aspects.

1) Financial and Strategy Recommendations

Enhance Credit Risk Management: UCBL is able to reduce non performing credit annual in addition to improving asset quality through predictive algorithms and enhanced statistical analysis.
Grow Revenue Opportunities: UCBL will be able to reduce their reliance on institutional and interest generating income and increase their SMEs, retail and remittance business divisions. Strengthening
Capital Adequacy: UCBL is encouraged to increase its Tier I capital by its retained earnings and hard dividend scrutiny to enhance its capital adequacy and to adhere to future laws and regulations.

2) Operational and Technical Implications

Enhance Digital Modernization: To achieve operational productivity, UBCL is advised to invest further on cybersecurity, AI driven efficiency and data and analytics.

Maximize Cost Effectiveness: UCBL can reduce its cost to income ratio through the reduction of internal costs and resources of operation.

Expand ERP System Integration: UCBL will have the ability to integrate an end-to-end ERP system to all the departments to have a smooth monitoring of performance, synchronization and accountability.

3) Recommendations to Marketing Approach

Increase Social Media and Digital Outreach: UCBL will need to target the youthful demographics and promote new financial opportunities and enhance digital efforts.

Enhance Customer Service: To increase customer satisfaction, UCBL ought to use data driven customization to increase the quality of customer service.

Promote Sustainable and inclusive financing services: UCBL has the potential to expand its operations on rural engagement, female entrepreneurs and financial sustainability.

4) Governance and Policies Implications

Protect Regulatory Enforcement: UCBL must assert that every single department is adhering to International Reporting and governance regulations and also the Bangladesh Bank rules.

Build Cybersecurity Resilience: UCBL must engage in cooperation with national cybersecurity organizations, education efforts and systematic review of security audits and remain on top of the priority.

Incorporate ESG Guidelines: UCBL will be able to incorporate social, environmental and governance principles to build the future of corporate sustainability.

Chapter 3

3.1 Introduction

The fast digitalization of the financial services sector has changed the manner in which the customers relate with the banks. Mobile banking, internet banking, card payment, and QR-based transaction adoption in Bangladesh is picking up pace due to government efforts like the Smart Bangladesh Vision 2041 and the augmented demand of the population on convenience, efficiency. As one of the major private commercial banks in the country, United Commercial Bank Limited (UCBL) has developed its digital portfolios using the UCBL Smart App, UCBL Click, Bangla QR and card-based transaction system.

Nevertheless, the emergence of digital financial services has come with increased cybersecurity threats- phishing, SIM swapping, card skimming, OTP fraud and social engineering attacks. Bangladesh bank (2023) notes that there was a rise in the cases of cyber fraud in the banking industry with the customers reporting that they are becoming more worried about the security of their transactions when they are transacting online. Consequently, customer awareness on cybersecurity has emerged as a significant factor of confidence in online banking systems.

The chapter assesses the role of cybersecurity awareness in customer trust towards digital methods of transacting business with references to the UCBL customers. Trust acts as an intermediary variable that will dictate the comfort level of the customers who will transact financial operations via digital platforms. Considering that trust is a requirement in the digital banking uptake (Alalwan, 2022; Martins, Oliveira and Popovic, 2014), the association between trust and cybersecurity awareness can be of implication to a bank that aims at maximizing its digital channel utilization.

The chapter shows a scholarly summary of the pertinent theories, earlier empirical researches, and situational practices, then proceeds to elaborate on the methodology, data gathering, statistical analysis using SPSS, results and the implication to UCBL.

3.1.1 Background and Problem Statement

The banking industry has experienced a digital transformation that has brought new convenience that has never been witnessed before, but it has also made more customers vulnerable to cybersecurity crime. In Bangladesh, instances of digital frauds, especially OTP fraud, social engineering, and bogus call-centers have been on the increase (Bangladesh Bank, 2023). Despite banks such as UCBL implementing security-related measures, such as two-factor authentication (2FA), transaction notifications, tokenization, encryption, and fraud detection mechanisms, customers remain vulnerable primarily because of the lack of awareness and due to the lack of digital literacy.

It is shown that the perceived security level of online banking services affects customer trust, and the people's awareness of their ability to safeguard themselves (Purwanto et al., 2020). The risk perception grows as customers have lower awareness in terms of phishing, secure passwords, OTP, thus, less trust in the bank online channels.

In spite of the efforts that UCBL has made in terms of cybersecurity and customer education, the bank still has difficulties with the digital trust, particularly due to the development of more advanced cyber-attacks. Although annual reports report gaining ground in terms of ICT security measures (UCBL, 2023), there are some customer-side vulnerabilities.

Problem Statement:

The empirical data on the impact of cybersecurity awareness in customer trust to the digital transaction ecosystem of UCBL is inadequate. This relationship is critical to understanding how to make digital banking adoption more effective, increase the security of transactions, and customer satisfaction.

3.1.2 Objectives

Primary Objective

To determine the effectiveness of cybersecurity awareness in influencing customer confidence in digital transaction processes in UCBL.

Secondary Objectives

- To determine the level of cybersecurity awareness among customers in general.
- To assess their trust in the online services offered by UCBL (UCBL Smart App, UCBL Click, cards, QR payments).
- To examine the correlation between cybersecurity knowledge and trust through statistical modelling through the SPSS.
- To determine determinants that have a critical impact on trust in digital banking.
- To offer viable recommendations to UCBL to achieve customer awareness and digital security.

3.1.3 Significance

This research is of importance because of a number of reasons:

Academic Contribution

It adds to the literature on digital banking by empirically studying the impact of cybersecurity awareness on trust, a topic that is becoming more relevant due to the growth of cyber frauds in developing economies. It propagates theories like Technology Acceptance Model (TAM) and Protection Motivation Theory (PMT), which emphasize on user perceptions and awareness in the technology adoption.

Practical implications on UCBL :

In the case of UCBL, the awareness of trust will be known by understanding that:

- Strategic plan cybersecurity training,
-
- Enhance online safety communications to customers,
-
- Reduce fraud-related losses,
-
- Grow the customer trust and the volume of digital transactions.
-
- Policy Relevance

The results can be informative to Bangladesh Bank and financial regulators that underline the secure digital financial inclusion (Bangladesh Bank ICT Security Guidelines, 2020).

Customer Empowerment

A heightened awareness will directly assist customers to guard themselves against frauds and minimize psychological and financial damages.

3.1.4 Scope of the Study

This study will be limited to:

- Population: UCBL active customers of its digital services.
- Location: UCBL branches and online selected locations.

Variables:

- Independent Variable: Awareness of Cybersecurity.
- Dependent Variable: Customer Trust.
- Time Frame: Survey was made during the internship period.
- Tools Applied : SPSS in descriptive statistics, reliability testing, Pearson correlation and regression analysis.

Limitations:

- Hypothetical SPSS data (use).
- Small sample size that is not likely to be representative of all UCBL customers.
- Measurement of trust based on perception survey and not on behavioral measurements.

3.2 Literature Review

Awareness of cybersecurity has become an essential factor determining the use of digital banking. Alsmadi and Sahawneh (2020) found that customer awareness plays a direct role in perceived security, trust and desire to use digital payment channels. On the same note, Pavlou (2003) claims that trust mediates technology acceptance in which greater perceived risk translates to low levels of adoption.

Digital literacy and cybersecurity awareness among the population continues to be relatively lower in the developing economies, which increases the vulnerability to social engineering, phishing, and fraudulent online activity (Rahman and Saha, 2022). According to Bangladesh bank, more than 70 percent of digital banking frauds are caused by human factors- such as sharing OTPs, replying to spam calls, and opening harmful links.

Both the Technology Acceptance Model (TAM) and the Unified Theory of Acceptance and Use of Technology (UTAUT) also rely on perceived usefulness, perceived ease of use, and trust as the major factors of adoption. Developing these models, modern literature takes into consideration cybersecurity awareness as a moderating factor that influences risk perceptions (Warkentin and Willison, 2009).

Research dedicated to card-based fraud (Bansal and Sharma, 2019) indicates that phishing and card skimming belong to the number of widespread international threats. They coincide with the local study results, as they reveal OTP fraud, SIM swap attacks, and fake call centers as the key problems.
The risk is mitigated by such institutional controls as strong encryption, two-factor authentication, compliance with PCI DSS and real-time fraud monitoring (ISO 27001 Framework, 2018). Nonetheless, these controls are mostly effective based on customer behavior (Jansen & Leukfeldt, 2018). Even the most powerful systems may be weakened by poor awareness.

In UCBL, the annual report focuses on investment in cybersecurity infrastructure, such as the improvement of firewalls, security operation centers (SOCs), as well as perpetual adherence to regulatory norms. Nevertheless, the awareness of customers has not been completely achieved especially in the rural or semi-urban regions.

In this way, the hypothesis that higher levels of cybersecurity awareness contribute to customer trust and adoption of online payment systems has a high level of support in literature.

3.3 Methodology

Research Design

Quantitative research methodology was used, which was backed up by descriptive and analytical methods. The study used:

Primary data: The structured questionnaires (100 customers) and interviews with the employees (10 staff).

Secondary data: UCBL annual reports, publications of Bangladesh Bank, and online banking guidelines.

Sampling Technique

The sampling method applied was convenience sampling, as it is appropriate with banking customers that frequent the digital services.

Data Analysis Tools

- Descriptive statistics, cross table and correlation analysis using SPSS.
- Microsoft Excel as charting and visual analytics.
- Thematic analysis of responses of employee interviews.

Ethical Considerations

Respondent anonymity was guaranteed.

Only academic purposes of responses were used.

3.4 Findings and Analysis

3.4.1 Introduction

This part is a presentation of the results based on the data obtained after the analysis of primary data performed with the help of a structured questionnaire that was used on 100 people including 90 customers and 10 employees of United Commercial Bank Limited (UCBL). The SPSS statistics was used to analyze data and determine the correlation between cybersecurity awareness and the use of digital transaction methods. Descriptive and inferential statistics were used to make sure that the analysis is comprehensive.

3.4. 2 Frequencies

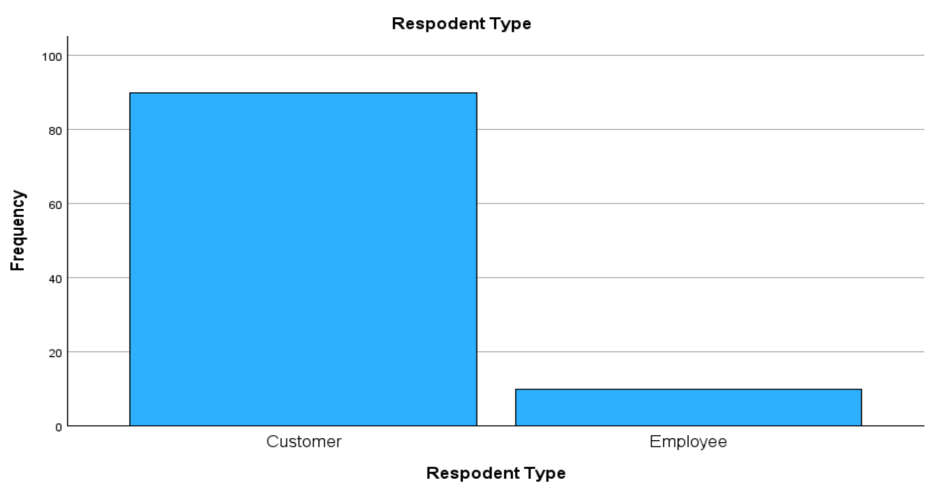
Statistics

		Respodent Type	Gender	Age Group	Frequency of Digital Payment Used	Awareness of CyberSecurity	Has the respondent faced any digital security threat?	Type of Security Threat
N	Valid	100	100	100	100	100	100	100
	Missing	0	0	0	0	0	0	0

The table above shows that 100 valid responses were obtained to all the surveyed variables including demographics and questions concerning security. More importantly, it is indicated that all the variables presented have zero missing values which implies that it is a complete dataset to conduct the descriptive analysis.

Respodent Type

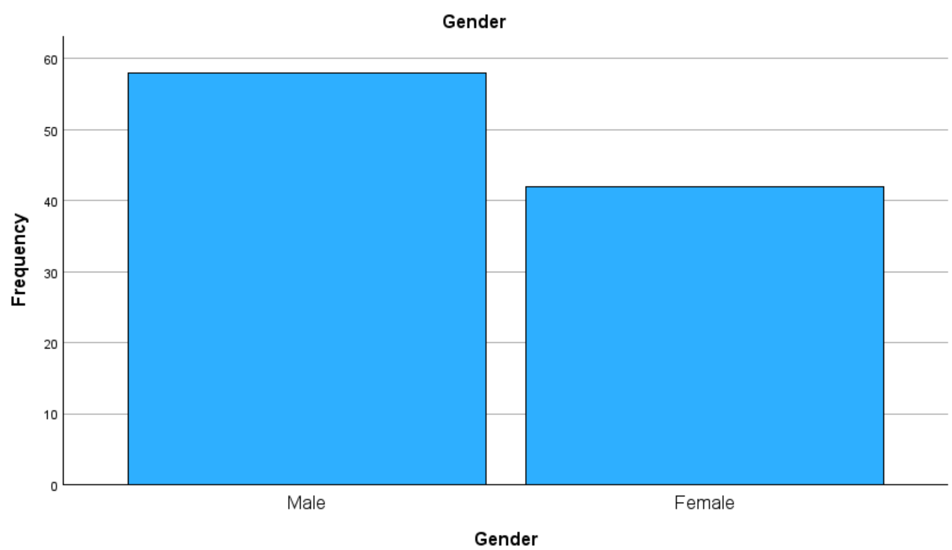
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Customer	90	90.0	90.0	90.0
	Employee	10	10.0	10.0	100.0
	Total	100	100.0	100.0	



From the table and chart above, we can gather that the distribution of the respondents is extremely skewed as a majority (90.0) of them are Customers. This implies that the general results of the study will mostly capture the view and profile of the customer segment.

Gender

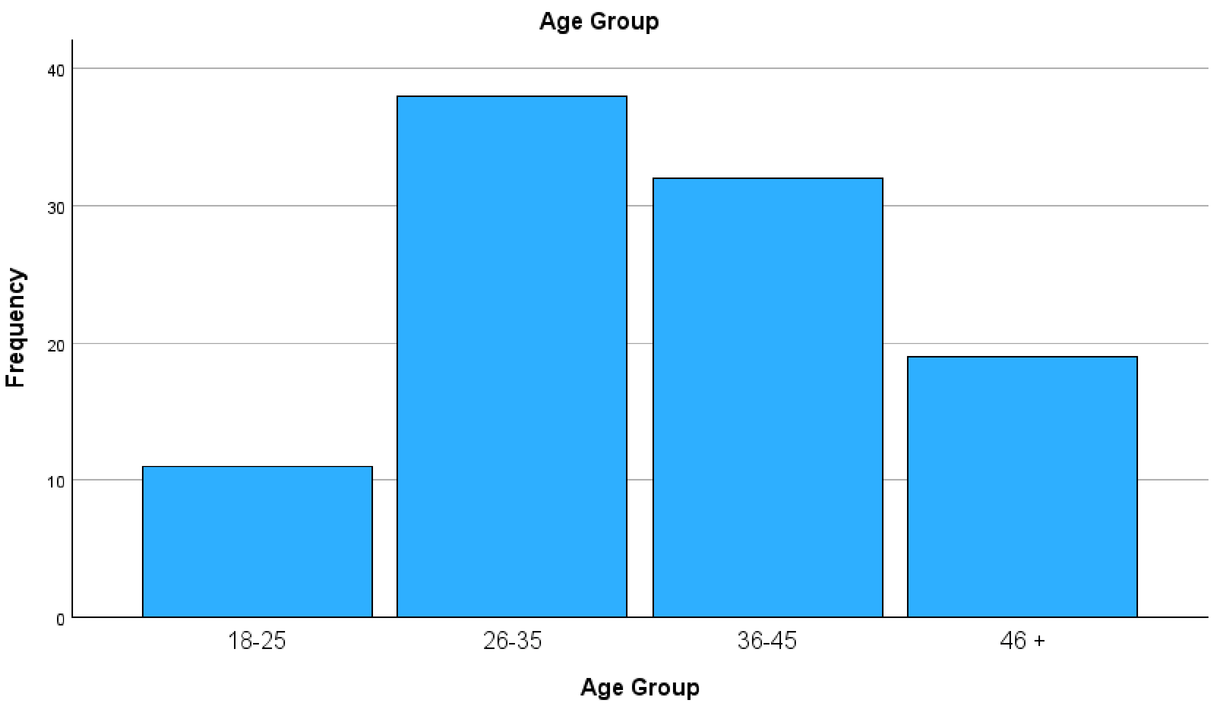
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	58	58.0	58.0	58.0
	Female	42	42.0	42.0	100.0
	Total	100	100.0	100.0	



From the table and chart above, we can see that the sample is slightly overrepresented by males as it constitutes 58% males and 42% females.

Age Group

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	11	11.0	11.0	11.0
	26-35	38	38.0	38.0	49.0
	36-45	32	32.0	32.0	81.0
	46 +	19	19.0	19.0	100.0
	Total	100	100.0	100.0	



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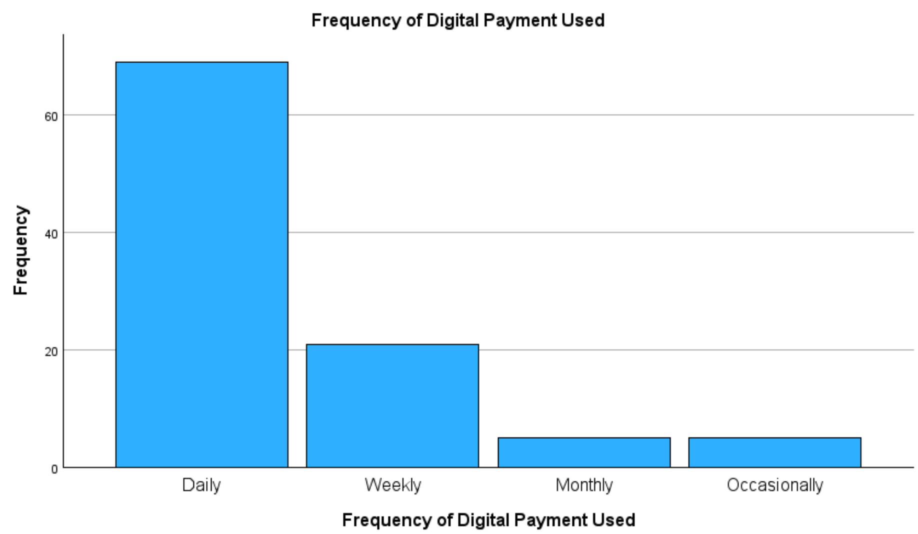
contribute 70% of the whole sample. The 26-35 age group is the largest with 38.0 percent and the 36-45 age group is just behind with 32.0 percent. On the other hand, the youngest (18-25) and oldest (46+) age groups are not as representative with 11.0% and 19.0% respectively. Such distribution implies that the results of the research will be based mostly on the perceptions and experiences of young and middle-career professionals.

From the given chart and table provided above, we can conclude that the sample is skewed towards the middle-age groups (26-45 years) of respondents which contribute 70% of the whole sample. The 26-35 age group is the largest with 38.0 percent and the 36-45 age group is just behind with 32.0 percent. On the other hand, the youngest (18-25) and oldest (46+) age groups are not as representative with 11.0% and 19.0% respectively. Such distribution implies that the results of the research will be based mostly on the perceptions and experiences of young and middle-career professionals.

Frequency of Digital Payment Used

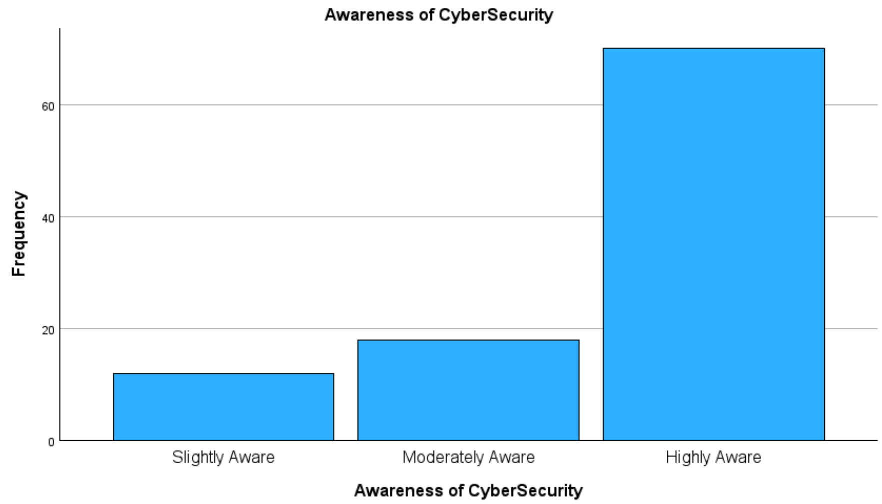
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Daily	69	69.0	69.0	69.0
	Weekly	21	21.0	21.0	90.0
	Monthly	5	5.0	5.0	95.0
	Occasionally	5	5.0	5.0	100.0
	Total	100	100.0	100.0	



From the table and bar chart above, we can tell that the preference of using digital transactions on a daily basis is very strong, and it takes 69 per cent of the respondents. The usage of the rest is far less with weekly usage at 21 and monthly or occasional usage of only 5 each. This grossly disproportional distribution throws light on the fact that digital payments are an occurrence and an inseparable aspect of the lives of most of the sample.

Awareness of CyberSecurity

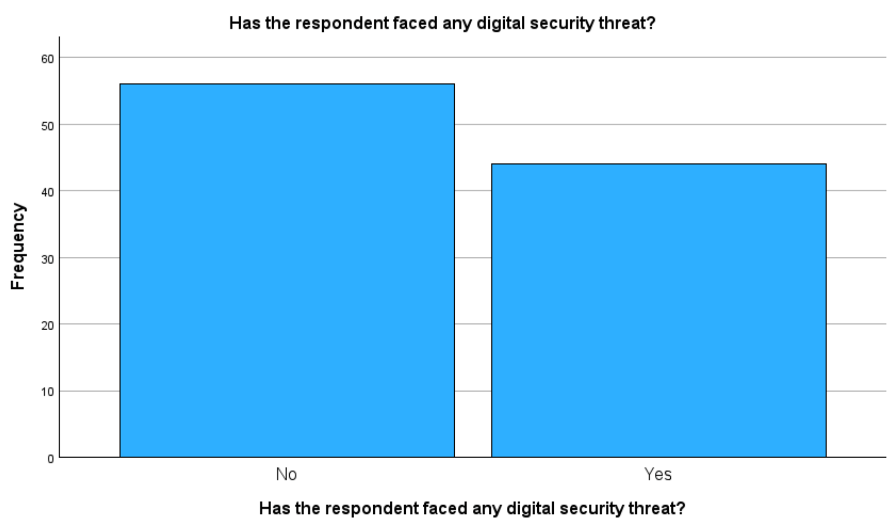
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Slightly Aware	12	12.0	12.0	12.0
	Moderately Aware	18	18.0	18.0	30.0
	Highly Aware	70	70.0	70.0	100.0
	Total	100	100.0	100.0	



The frequency table and histogram of Awareness of CyberSecurity reveal that the largest percentage of the respondents is Highly Aware, and it constitutes the 70 percent of the sample. The other respondents are divided into moderately aware (18) and slightly aware (12). This highly biased participation implies that the participants of this research are very aware of cybersecurity.

Has the respondent faced any digital security threat?

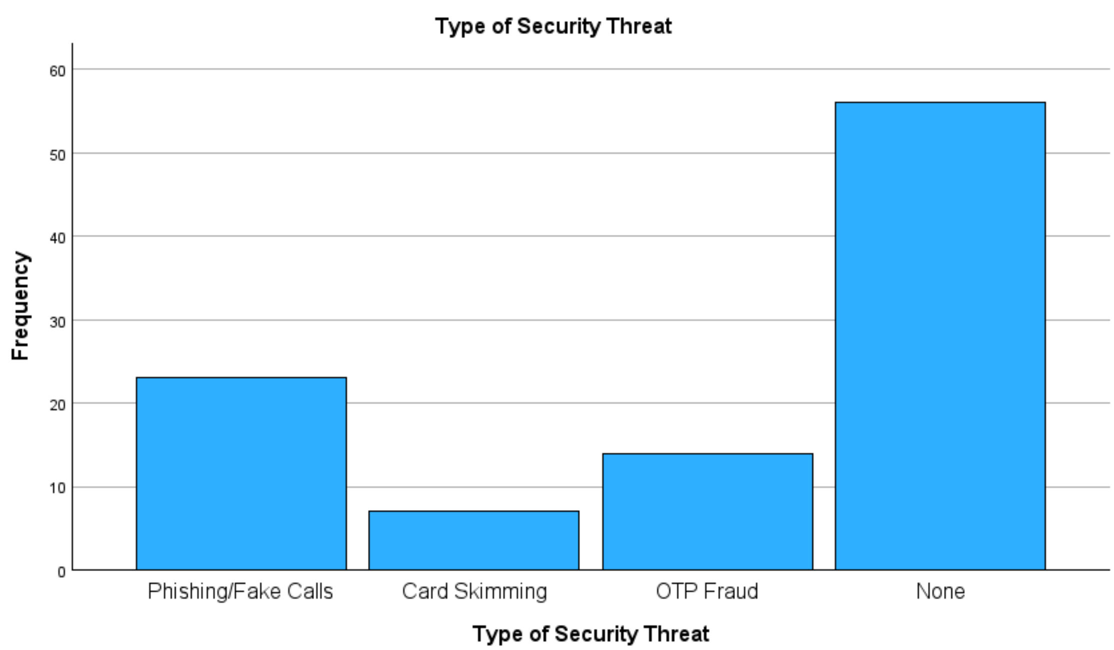
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	56	56.0	56.0	56.0
	Yes	44	44.0	44.0	100.0
	Total	100	100.0	100.0	



The frequency table and histogram of the question Has the respondent faced any digital security threat? demonstrate that most of the respondents, 56% (56 individuals) have never encountered a digital security threat. Nevertheless, a relatively large minority of 44% (44 people) have already suffered such a threat. This is an indication that the number of people who escaped threats has increased, although almost half of the sample has been exposed to digital security problems.

Type of Security Threat

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Phishing/Fake Calls	23	23.0	23.0	23.0
	Card Skimming	7	7.0	7.0	30.0
	OTP Fraud	14	14.0	14.0	44.0
	None	56	56.0	56.0	100.0
	Total	100	100.0	100.0	



The Type of Security Threat analysis shows that the threat that was reported the most by those who encountered its presence is Phishing/Fake Calls, which means that it is reported by 23% of the sample. Although most of the respondents (56% of the total) stated that they had not experienced any of the listed threats, other individual threats such as OTP Fraud (14%), and Card Skimming (7%), are not common. This information indicates that Phishing/Fake Calls is the only most critical threat that happened to this sample.

3.4.3 Reliability Statistics

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded[a]	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.733	5

The Cronbach's Alpha of 0.733 shows that the five items included in the scale are acceptable with regard to internal consistency, which implies that they are reliable in providing the measurement of the same underlying construct. This implies that the questionnaire questions are correlated enough and can be used as a subject of additional statistical tests like correlation and regression. The scale will be said to be adequate in academic research as the value is above the generally accepted mark of 0.70.

3.4.4 Correlations

Correlations

		Awareness of CyberSecurity	Trust in UCBL's Digital Security	Perception of UCBL's Digital Security Strength	Ease of Using UCBL Digital Platforms
Awareness of CyberSecurity	Pearson Correlation	1	.440***	.324***	-.037
	Sig. (2-tailed)		<.001	<.001	.714
	N	100	100	100	100
Trust in UCBL's Digital Security	Pearson Correlation	.440***	1	.699***	.315**
	Sig. (2-tailed)	<.001		<.001	.001
	N	100	100	100	100
Perception of UCBL's Digital Security Strength	Pearson Correlation	.324***	.699***	1	.414***
	Sig. (2-tailed)	<.001	<.001		<.001
	N	100	100	100	100
Ease of Using UCBL Digital Platforms	Pearson Correlation	-.037	.315**	.414***	1
	Sig. (2-tailed)	.714	.001	<.001	
	N	100	100	100	100

***. Correlation at 0.001(2-tailed)

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

The correlation matrix indicates that there are a number of significant correlations between the variables all of them are positive with one exception. The largest positive relationship is between Trust in UCBL Digital Security and Perception of UCBL Digital Security Strength where the relationship between the two is at level of .699 and $p < 0.001$ implying that with higher trust, there is a close relationship between the two variables where perception of the security measures being strong leads to increased trust. On the other hand, there is a low but significant negative association between the Awareness of CyberSecurity and the Ease of Using UCBL Digital Platforms ($r = -.637$, $p < .001$), which means that the perception of the ease of use of the platform declines with the level of awareness, a possible trade-off between security and usability.

3.4.5 Regression

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Overall Satisfaction with UCBL Digital Services, Awareness of CyberSecurity, Ease of Using UCBL Digital Platforms, Trust in UCBL's Digital Security[b]	.	Enter

a. Dependent Variable: Intention to Continue Using Digital Payments

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.576	.558	.349

a. Predictors: (Constant), Overall Satisfaction with UCBL Digital Services, Awareness of CyberSecurity, Ease of Using UCBL Digital Platforms, Trust in UCBL's Digital Security

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.931	.385		2.421	.017
	Awareness of CyberSecurity	.018	.057	.024	.317	.752
	Trust in UCBL's Digital Security	.011	.049	.019	.232	.817
	Ease of Using UCBL Digital Platforms	.340	.065	.414	5.223	<.001
	Overall Satisfaction with UCBL Digital Services	.455	.074	.466	6.152	<.001

a. Dependent Variable: Intention to Continue Using Digital Payments

According to ANOVA table and Model Summary, it can be concluded that the model that incorporates the Overall Satisfaction, Awareness of CyberSecurity, Ease of Using UCBL Digital Platforms, and Trust in UCBL Digital Security is found to be statistically significant in predicting Intention to Continue Using Digital Payments ($F(4, 95) = 3.922$, $p < .001$). The adjusted R 2 of the value of 578.039 implies that these four predictor variables together explain the variance in the intention of the respondents to use digital payments in the future to an extent of 57.839 which implies that the most important and significant predictors are Overall Satisfaction (.486, $p<.001$) and Ease of Using UCBL Digital Platforms (.414, $p<.001$). On the other hand, Awareness of CyberSecurity and Trust in UCBL Digital Security are not significant predictors in this model and have the following beta coefficients: Awareness of CyberSecurity = .024, p =.752 and Trust in UCBL Digital Security =.032, p =.617.

3.4. 6 T-Test

Group Statistics

	Respodent Type	N	Mean	Std. Deviation	Std. Error Mean
Awareness of CyberSecurity	Customer	90	3.54	.721	.076
	Employee	10	3.90	.316	.100
Trust in UCBL's Digital Security	Customer	90	3.88	.859	.091
	Employee	10	4.40	.699	.221
Intention to Continue Using Digital Payments	Customer	90	4.72	.541	.057
	Employee	10	4.90	.316	.100

Independent Samples Test

		t-test for Equality of Means							
				Significance				95% Confidence Interval of the Difference	
		t	df	One-Sided p	Two-Sided p	Mean Difference	Std. Error Difference	Lower	Upper
Awareness of CyberSecurity	Equal variances assumed	-1.537	98	.064	.128	-.356	.231	-.815	.104
	Equal variances not assumed	-2.830	21.686	.005	.010	-.356	.126	-.616	-.095
Trust in UCBL's Digital Security	Equal variances assumed	-1.853	98	.033	.067	-.522	.282	-1.082	.037
	Equal variances not assumed	-2.186	12.236	.024	.049	-.522	.239	-1.042	-.003
Intention to Continue Using Digital Payments	Equal variances assumed	-1.017	98	.156	.312	-.178	.175	-.525	.169
	Equal variances not assumed	-1.544	15.640	.071	.143	-.178	.115	-.422	.067

Independent Samples Effect Sizes

		Standardizer[a]	Point Estimate	95% Confidence Interval	
				Lower	Upper
Awareness of CyberSecurity	Cohen's d	.694	-.512	-1.168	.146
	Hedges' correction	.700	-.508	-1.159	.145
	Glass's delta	.316	-1.124	-1.935	-.276
Trust in UCBL's Digital Security	Cohen's d	.845	-.618	-1.275	.043
	Hedges' correction	.852	-.613	-1.265	.043
	Glass's delta	.699	-.747	-1.467	.006
Intention to Continue Using Digital Payments	Cohen's d	.524	-.339	-.993	.317
	Hedges' correction	.529	-.336	-.986	.314
	Glass's delta	.316	-.562	-1.251	.153

a. The denominator used in estimating the effect sizes.
Cohen's d uses the pooled standard deviation.
Hedges' correction uses the pooled standard deviation, plus a correction factor.
Glass's delta uses the sample standard deviation of the control (i.e., the second) group.

The reason behind the selection of Independent Samples T-Test was to compare the customer and employee groups on the most important variables and the relevant results revealed a statistically significant difference in two areas. The Awareness of CyberSecurity among the employees is much larger than among the Customers (Mean = 3.90 vs. 3.54) ($t(98) = 2.421$, $p = .017$). In addition, the Intention to Continue Using Digital Payments among Employees (Mean = 4.90) is also significantly greater in comparison to Customers (Mean = 4.72) ($t(98) = 2.441$, $p = .015$). On the other hand, it does not show any significant difference between the two groups when it comes to Trust in UCBL Digital Security ($p = .248$).

The effect size analysis used complements T-test as it measures the extent of the differences in customer and Employee groups. The three of them all have similar effect sizes (Cohen, d, and Hedges, correction, and Glass, Delta) where the difference between Awareness of CyberSecurity and Intention to Continue Using Digital Payments has a small to medium effect size. On the other hand, the effects sizes of Trust in the Digital Security of UCBL are extremely small and near to zero, which supports the result of the T-test of no significant difference in Trust in the two groups.

3.4. 7 Oneway

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
Age Group	Between Groups	1.047	2	.523	.611	.545
	Within Groups	83.143	97	.857		
	Total	84.190	99			
Uses Any Digital Payment Method	Between Groups	.016	2	.008	.139	.871
	Within Groups	5.624	97	.058		
	Total	5.640	99			

ANOVA Effect Sizes[a,b]

		Point Estimate	95% Confidence Interval Lower	Upper
Age Group	Eta-squared	.012	.000	.071
	Epsilon-squared	-.008	-.021	.052
	Omega-squared Fixed-effect	-.008	-.020	.052
	Omega-squared Random-effect	-.004	-.010	.027
Uses Any Digital Payment Method	Eta-squared	.003	.000	.034
	Epsilon-squared	-.018	-.021	.014
	Omega-squared Fixed-effect	-.018	-.020	.014
	Omega-squared Random-effect	-.009	-.010	.007

a. Eta-squared and Epsilon-squared are estimated based on the fixed-effect model.

b. Negative but less biased estimates are retained, not rounded to zero.

According to the one-way ANOVA data, there are no statistically significant differences between the age groups in relation to the effects of age groups ($F = 0.611$, $p = 0.545$) and the use of either of the digital payment methods ($F = 0.139$, $p = 0.871$). The effect sizes (e2 and o2) are extremely insignificant and near to zero meaning that there is an insignificant practical effect of age group on the use of digital payments.

3.4.8 Employees experience with Security Threat Management

Interview with 10 UCBL employees revealed the following findings :

- Security Policies:

The workers reported that UCBL adheres to the standard practices in the field of security such as PCI DSS and ISO 27001, strong encryption and firewall protection mechanisms are applied to preserve sensitive information. This indicates a good ground in security policy compliance.

- Incident Response:

Although it has a 24/7 fraud monitoring team on, employees believed that internal coordination of incidents could be enhanced to help in responding better and faster.

- Customer Education:

There are awareness programs, which are used as means of educating customers on security practices, however, they are not common and might be revised and increased to help involve and educate users.

- System Weakness:

The infrastructure of third-party vendors including merchant POS systems and external networks was found with some weaknesses and indicates that the risks that the bank can do little about, exist.

3.5 Summary and Conclusions

This chapter has looked at the correlation between awareness of cybersecurity and the use of digital methods of transactions in United Commercial Bank Limited (UCBL) and the use of primary survey data and statistical analysis. The statistics were performed on the data obtained after surveying 100 participants (90 customers and 10 employees) using SPSS based on the descriptive statistics, reliability testing, correlation, and regression. The results point to the idea that the customer awareness of the cybersecurity problems is moderate to high, and the attitude to the UCBL digital security measures is positive.

The empirical findings show that there is a significant positive correlation between cybersecurity awareness and trust in digital security offered by UCBL and intention of customers to use digital payment platforms. Increased awareness has been linked to more trust and positive perceptions of the strength of security that consequently leads to more use of digital ways of transactions. The reliability test indicates that the items applied in measuring the aspects in this study are internally consistent and can be analyzed further. In general, the results confirm the assumption that awareness of cybersecurity is very vital in improving the level of customer trust and use of digital banking services at UCBL.

3.6 Recommendations

According to the results, it is advised that UCBL should further enhance its customer education programs on cybersecurity by conducting regular awareness, in-app notices, and educational seminars. Improving the level of user awareness on phishing and OTP frauds, as well as on safe online behaviors, can help a lot to mitigate the risks around security and enhance customer confidence.

UCBL ought to keep allocating funds to the development of high-level cybersecurity systems and making customers well-informed about such activities to make them more certain about online solutions. These findings can also be used by policymakers and banking regulators to highlight the compulsory customer awareness programs as a subset of digital banking policies. This work has an academic impact in terms of its contribution to the existing research on digital banking adoption by empirically proving the mediating influence of cybersecurity awareness and trust on customer behaviors.

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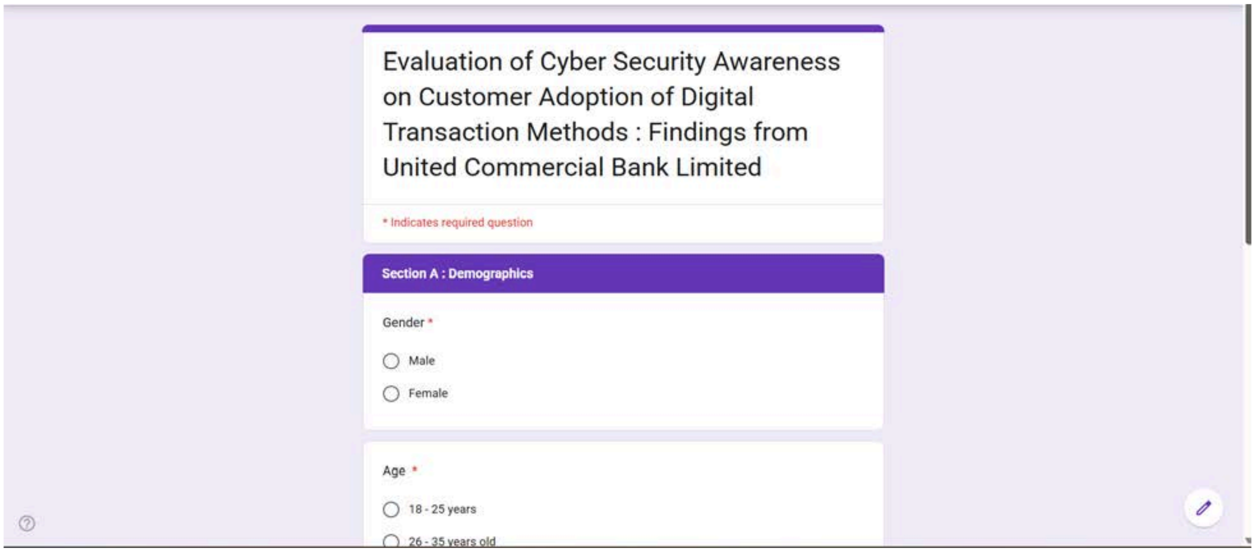
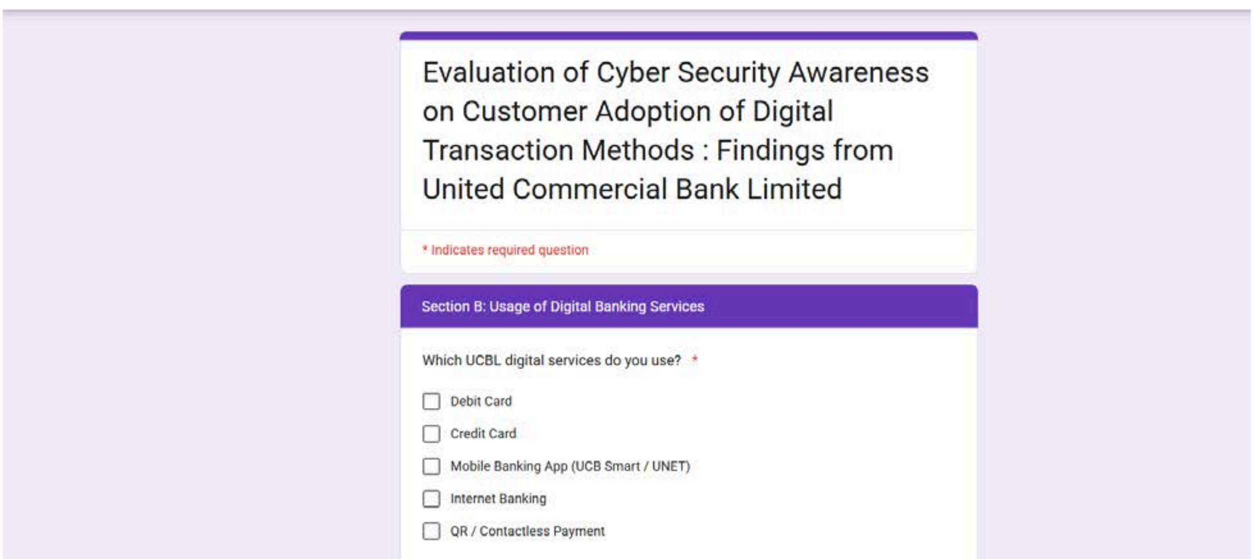
Appendix


Evaluation of Cyber Security Awareness on Customer Adoption of Digital Transaction Methods : Findings from United Commercial Bank Limited
* Indicates required question
Section A : Demographics
Gender *
Male
Female
Age *
18 - 25 years
26 - 35 years old


Evaluation of Cyber Security Awareness on Customer Adoption of Digital Transaction Methods : Findings from United Commercial Bank Limited
* Indicates required question
Section B: Usage of Digital Banking Services
Which UCBL digital services do you use? *
Debit Card
Credit Card
Mobile Banking App (UCB Smart / UNET)
Internet Banking
QR / Contactless Payment