Report On

Assessing the Impact of Digital Banking Adoption on Customer Satisfaction at Mutual Trust Bank Ltd.

By

M. Mashrul Hoque

20304046

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

BRAC Business School

BRAC University

September 2024

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:

____

M. Mashrul Hoque

20304046

Supervisor's Full Name & Signature:

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Saif Hossain

Assistant Professor, Brac Business School

Brac University

Letter of Transmittal

Saif Hossain

Assistant Professor,

BRAC Business School,

BRAC University

Kha 224 Bir Uttam Rafiqul Islam Ave, Dhaka-1212

Subject: Submission of Internship Report on Assessing the Impact of Digital Banking Adoption on Customer Satisfaction at Mutual Trust Bank Ltd

Dear Sir,

It gives me immense pleasure to present my internship report on **"Assessing the Impact of Digital Banking Adoption on Customer Satisfaction at Mutual Trust Bank Ltd."** This report is the end of my internment at the workplace in Mutual Trust Bank Ltd., Here I got to know and work in many aspects of the bank, particularly focusing on the digital banking department.

In my internship, I carried out a study on the issues of digital banking and its causal relation with customer satisfaction particularly focused on strategies of Mutual Trust Bank Ltd.

Allow me please, to say the words of thank you for your guidance and contributions during my internship. I wish that you grant permission for it to be approved.

Sincerely yours,

____

M. Mashrul Hoque

ID: 20304046

BRAC Business School

BRAC University

Date: The 29th November 2024

Non-Disclosure Agreement

This present agreement is made and executed by and between the Mutual Trust Bank PLC as one party and the undersigned student of BRAC University whose name is M. Mashrul Hoque

as the other party. Mutual Trust Ltd.'s proprietary and sensitive information must be kept confidential by the undersigned at all times during their employment with the Bank and at no time afterward, unless permission has been granted in writing by Mutual Trust Ltd. The person or party that signs below confirm to the fact that they have read through this non-disclosure agreement and agrees to be bound by all the terms of the agreement.

Student's Full Name & Signature:

____

M. Mashrul Hoque

ID: 20304030

Internship Company Supervisor's Full Name & Signature:

____

S. M. Ahidur Rahman

Assistant Vice President (AVP)

C/A, PCH9+5WG WW Tower, 68 Motijheel Rd, Dhaka 1000

Acknowledgement

I would like to start by praising the Almighty for strength and determination to be able to discharge my internship obligations and submit this report. I also want to thank my parents for their permanent support and encouragement during the time of the execution of this work. I could not certainly have had such support and I am really grateful for it as I could barely imagine carrying this journey in this way.

I am especially indebted to my internship supervisor Saif Hossain, the Assistant Professor of BRAC Business School, BRAC University. His directions, critiques, and realistic advices played a key role in order to deal with the difficulties which I faced during this interning. I would like to express very special thanks to Riyashad Ahmed, my co internship supervisor of BRAC Business School, for his helpful suggestion and encouragement especially in preparing this report.

I am also grateful to Mutual Trust Bank which has given me a chance to work with them for the past three months. It actually provided a practical exposure and enabled me to learn about the professional practice. I am particularly thankful to my internship supervisor who presently works as the Senior Vice President at Mutual Trust Bank Ltd, and my co-supervisor, the support of whom proved to be highly beneficial right from my internship experience. I'd also like to thank Md. Yeasin Arafat and A.M. Shamsul Hoq of the Principal Branch for their support while performing this work.

Lastly, I would like to express my gratitude to this university, BRAC University, for giving its students best platform of education along with boosting students to carve the success.

Executive Summary

The internship report reflects the ease experienced by customers due to digital banking adoption has been assessed at Mutual Trust Bank Ltd. (MTB), in the following sections. Its objectives include measuring the extent of customer satisfaction, establishing specific factors that have direct influence on satisfaction, exploring the area of customer profile, and analyzing overall effects of digital banking on the offerings of MTB. The conclusions are derived from survey questionnaires completed by 196 individuals and interviews of officials from MTB.

Studies show that digital banking services are embedded in customer's interactions with the firms, 58.7% of the customers using the services daily and 55.6% of customers are highly satisfied with the services. Control of complexities results in perceptions of satisfaction; influenced by the dealing convenience, the open 24/7 availability of the sites, and high levels of secured. However, some drawbacks, for instance, low navigability, some technical problems, and shortage of the necessary customer service were mentioned.

Digital banking has disrupted the style of banking services; increased focus has been noted on online transactions, and lesser visits to the banking halls. Suggestions include increasing the apps' ease, increasing the level of security and providing appropriate services that will be useful in solving the needs of customers. This research calls for the need to effectively employ technology to foster competitiveness and keep operations personal and more customer focused in banking.

Keywords: The prospects of Digital Banking; Customer satisfaction; Technology Adoption and Banking Transformation.

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List of Acronyms

ATM – Automated Teller Machine

BDT – Bangladeshi Taka

CSR – Corporate Social Responsibility

ICT – Information and Communication Technology

IT – Information Technology

LC – Letter of Credit

MBot – Mutual Trust Bank Chatbot

MTB - Mutual Trust Bank

ROA – Return on Assets

ROI – Return on Investments

SDGs – Sustainable Development Goals

SME – Small and Medium Enterprises

UI – User Interface

UX – User Experience

Glossary

Term	Definition
Core Banking Solutions	Integrated systems enabling banking transactions and operations across multiple branches.
Customer Satisfaction	A measure of how products and services meet or exceed customer expectations, influencing loyalty and brand perception.
Cybersecurity	Measures to protect digital systems and customer data from unauthorized access and cyber threats.
Digital Banking	Provision of banking products and services through a smartphone or computer interface through the internet. Customer satisfaction – A level of satisfaction of client needs and demands in relation to a product or service requirement thus affecting brand identification. Integrated banking system that allows banking activities within branches' remote transactions and account management.
Green Financing	Financial solutions for subsidizing environmentally friendly industries or projects such as energy from natural sources and sustainable endeavors. Security Regulations to safeguard the electronic processing systems and the customers' information against cyber criminals and related risks. -friendly practices.

Chapter 1: Overview of Internship

1.1 Student Information

Name: M. Mashrul Hoque

ID: 20304046

Program: Bachelor of Business Administration (BBA)

Major 1: Accounting

Major 2: Computer Information Management (CIM)

1.2 Internship Information

Time Period & Company Details

Time Period: 12 weeks, 13th June 2024 to 30th August 2024

Company Name: Mutual Trust Bank PLC

Department: General Banking (GB), Foreign Trade.

Address: C/A, PCH9+5WG WW Tower, 68 Motijheel Rd, Dhaka 1000

Shift & Timing: Sunday to Thursday. 9.30 AM – 5.00 PM

1.2.1 Internship Company Supervisor`s Information

Name: S. M. Ahidur Rahman

Position: Assistant Vice President (AVP)

1.2.2 Job Description/Responsibilities

I did my internship at Mutual Trust Bank PLC during the period from June to September 2014 at General Banking (GB) and Foreign Trade department with the supervision of Assistant Vice President S. M. Ahidur Rahman. Some of the core duty entailed to me were surveillance and assisting in business processes in an attempt to get a first-hand encounter on the banking industry. My key responsibilities included:

- **Documentation:** I helped in anticipating and checking documents related to banking operations including account forms, deposit slips, Letters of Credit and trading documents among others, to check compliance to internal standard procedures and Central Banking standards.

- **Client Communication**: This also helped me in developing effective thinking skills as well as communication skills while helping clients with account-related tasks as well as answering inquiries and helping find solutions to trade finance needs.
- **Transaction Monitoring**: I assisted the Department for currency exchange, fund transfer and LC payment tracking to ensure that the international transactions are well processed and completed.
- **Risk Assessment**: By scanning through trade documents and ensuring that the banks complied with the different regulations, I helped in negotiating secure banking systems.
- **Administrative Support**: I arranged client records, updated accounting record and maintained trade records which helped to increase operation efficiency of the department.

1.3 Internship Outcomes

1.3.1 Contribution to the Company

The experiences learned from the internship in Mutual Trust Bank PLC (MTB) were crucial to the organization as well as to myself. Thus, the accuracy of the trade documents facilitated the efficiency of banking operations while compliance elevated standards of the trade regulatory frameworks. My working experience on trade finance products like managing LC applications, foreign exchange deals and payment tracking enabled me to enhance efficiency in the highlighted areas of operations and gained customers' appreciation. In addition, my administrative support enhanced efficient operation of departments by enhancing their day-to-day functioning.

In personal perception, this internship was a life changing moment. I got the best opportunity to learn more about the banking industry and switched between theory and practice. I was privileged to work in a professional workplace especially with qualified banking professionals which shaped my professional communication skills, professional time management and ability to work under pressure and handle multiple responsibilities at a time. Besides, it helped me define my career choice, so after this I focused on the financial field. It also highlighted the role of team work and co–operation in the achievement of organizational objectives.

1.3.2 Benefits to the Student

Mutual Trust Bank PLC internship is a memorable experience in my academic and! professional career. This helped me gain the initial experience of banking and learning the real structure of general banking trade finance. Working with experienced professionals was fruitful to gain important insights into the working of the financial sector and was also helpful in building up my technical content.

This experience also helped with the process of individuation. The skills that I gained especially soft skills include communication skills, organizational skills, and the capacity to work effectively and efficiently under pressure. The contacts I had with the different and several clients and business partners provided the flavor for the developmental and training ground of my problem-solving skills particularly in product and business transaction and dealing with clients' problems. By far the most valuable aspect of the internship was that I realized that I want to be a banker; the internship helped me decide on my desired career path and the future employment prospects. It enhanced me on the aspect of team work and made me realize that it is through cooperation that organizations can change its course.

1.3.3 Challenges encountered during internship at Mutual Trust Bank

During the internship period at Mutual Trust Bank PLC, I got many impressions and dealt with some obstacles that added much impact towards me and my growth as a whole being and as a professional.

One of the first challenges was to travel to the Principal Branch in Motijheel. Thus, besides using the metro rail as the means of transportation, the protest actions of students in July and August interrupted the service and I had to work using other transportation opportunities. Despite it eating a good deal of time, this has created the virtue of being resilient and flexible during unexpected logistical difficulties.

Transitioning from one corporate environment to another and then familiarizing with this new employer, its reporting structure, and cultivating good working relationships with the bank's managers and colleagues was at first overwhelming. Nevertheless, the decision to follow organizational procedures, properly structure the communication and encourage team work highly improved my interpersonal and management competencies.

It also offered again exposure of the working of the bank as an organization in terms of their operations. Some of the ineffectiveness was planned system breakdowns and manual procedures that required the need for patience, focus and organizational skills. All these tasks, though time-consuming, provided an all-round insight of the basic functions and activities of the banking sector.

One of the other areas was the increase in the amount of acquired knowledge about financing of trade operations. This was a novel and challenging task for me to accustomed myself with the kind of documentation and foreign clientele rules and regulation. But this helped me to continue learning, improve research skills, and gain overall knowledge about policies to guarantee the correct information.

However, there is no reason to discount that the cross-interment did not turn out to be an effective learning one. Not only sharpen my technical knowledge and enhance my thinking skills but also enhance my tools to deal with stress level. The work knowledge about banking operations and trade financing has been an added advantage for me in my future career and will be of great beneficiary.

1.3.4 Recommendations

To enhance the internship experience and operational effectiveness at Mutual Trust Bank PLC, the following recommendations are suggested:

- **Structured Orientation Program:** Organize and conduct a comprehensive orientation that will provide interns with required background information about the bank, its structure, and organizational culture as well as principles used in the bank.
- **Mentorship System**: Each intern should be provided with a specific tutor or manager to explain details, to evaluate intern’s performance and encourage him/her during the internship.
- **Comprehensive Training**: Organize group sessions mainly because of proper technical knowledge on internal working, banking policies, and products.

- **Cross-Departmental Exposure**: Provide a way for interns to assume a wider exposure on the activities of the bank and also increase social relations.
- **Practical Assignments**: Provide practical assignments that correspond with interns' studies, in order to help them translate theory into practice by familiarizing with main banking operations and services.
- **Technical Support**: Sustainably enhance database management systems to minimize any hitches which may slow down workflow.
- **Feedback Mechanism**: Create feedback mechanism through which interns can give their account of their experiences coupled with recommendations this will help the bank to work on its's internship program.
- **Recognition of Intern Contributions**: compensate and Recognitions towards the interns will boost their morale and improve the quality of their work output as a whole.
- **Networking Opportunities**: Arrange targeted meetings or meetings of interns with top managers, to discuss their further employment and organizational structures of banking companies.
- **Soft Skills Development**: It is necessary to organize propaganda lectures and seminars concerning the abilities of intern's effective working in professional organisms, for example, communication, time management, or work in a team.

Chapter 2: Mutual Trust Bank

2.1 Introduction

Mutual Trust Bank PLC is the largest bank in the private commercial bank sectors in Bangladesh which is established with a view to offering advanced, creative and customer friendly banking services. A public limited company incorporated on September 29, 1999; the Bank commenced its operation on October 5, 1999. MTB is situated in Dhaka and it has a clear social purpose of boosting up the economic growth in the country, satisfaction of its customers' needs and embracing modern technology for the improvement of the banking sector in Bangladesh. The bank has in fact come up to success with the peer group within a short span of time basically due to a professional and dedicated team of management with long experience, sound knowledge and expertise in consonance with modern banking. Despite all the resources available, the management of the bank strongly believes that the bank would be able to solve some of the problems that may emerge at micro as well as macroeconomic levels.

2.2 Overview of the Company

Mutual Trust Bank PLC (MTB) is one of the largest private Commercial Banks in Bangladesh with the motto of providing superior quality financial solutions and services to its clients and constituencies. Mt. RTC's parent company, MTB, was initially established in 1999 as a specialized banking institution in the recovery of micro-enterprise business through the efficient use of modern technology in delivering quality services ranging from access banking services to the modern sophisticated services most clients require in today's banking environment.

Mutual Trust Bank PLC was incorporated as a Public Limited Company on 29th September 1999 and began banking operation from 5th October 1999. Operating transparently, innovatively and aiming at achieving superior quality, the company has progressively extended its services throughout the financial sector of Bangladesh and gained the confidence of the customers by offering satisfactory and easily available financial products. It is listed in the Dhaka Stock Exchange Limited (DSE) and the Chittagong Stock Exchange Limited (CSE) for which it equally cares for corporate governance and its market face value.

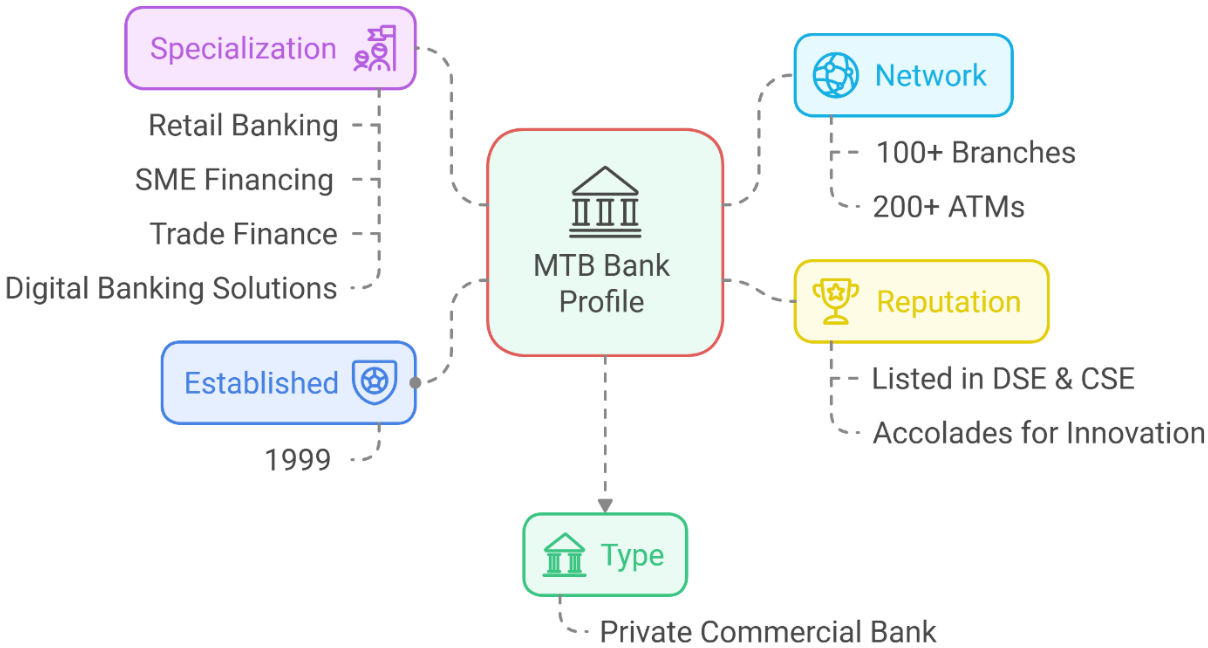

Figure 1: Overview of the Company

2.2.1 Background History of Mutual Trust Bank

It mobilizes financial resources and manages them efficiently in order to contribute to the enhancement of economic growth of Bangladesh – this is the mission of Mutual Trust Bank PLC (MTB), which is discussed in this paper along with analysis of its effective banking strategy. Founded in 1999, the bank has grown to become a major player in the financial market, with much focus on the customer base, as well as the dynamic market requirement. Mutual Trust Bank PLC was established as a public localized bank with limited liability on September 29, 1999, under the Companies Act of 1994 *(Mutual Trust Bank PLC, 2020)*. It obtained its banking license from the Bangladesh Bank, the central authority for banking in Bangladesh to do the business of a commercial bank. MTB started its operation on October 5, 1999 with its development creed or in other words with its strategic vision aiming to offer value addition, unique financial services and delivering customer satisfaction. The first branch was commenced at Dhaka which is a beginning of journey in the newer developing area of banking sector of Bangladesh. Initially, MTB focused on the business of deposits and accounts, loans, and trade facilities to the individuals, small traders, and companies. In the year 2000, MTB looked to extend its branch in some other major cities like Chittagong, Sylhet, Khulna etc. Being aware of the emerging need for a differentiated service

MTB began offering a range of retail products which included saving/checking accounts, fixed deposits, and personal loans. Starting in the mid-2000s, MTB adopted core banking systems for automations of its processes, increasing operational efficacy and security of the data. The accessibility of customers to accounts and facilities to perform with convenience was made easier with the introduction of online banking services. To increase its convenience level for the customers and to enhance its retail banking portfolio, MTB introduced credit and debit card services. New financial services to SMEs and women entrepreneurs came on the pipeline. MTB also started public floating when the company listed on the Dhaka and Chittagong stock exchange (CSE, n.d.). This action was in support of a transparent process and communication with its shareholders. To build a new kind of exposure in Bangladesh's escalating capital markets, MTB initiated a structure that operates as stock brokerage.

From this it came to be involved in investment banking where it was involved in providing advice in mergers, acquisitions and corporate financing. Seeing more demand for Shariah compliant banking MTB came up with Islamic Banking Division to provide products that are Shariah compliant. To increase the accessibility of financial services products, MTB initiated the provision of agency banking services for rural and other un-served areas. These initiatives fell squarely within what BB was trying to do, which was to forge banking for the unbanked population. The Mobile, Transactional and Business (MTB) Smart Banking is an inclusive solution that changed the nature of the relationship between the clients and the bank. The bank is also working with other mobile financial services such as bKash for better money transferring services. Social responsibility was manifested with the numerous donations to education, health, disasters and environment of students from MTB that made the university be accredited as a socially friendly institution. As of 2020, MTB has had its branches and ATMS surpassing more than 100 and 200 respectively in the country to meet customers' needs. Optimizing digital banking options as a way of minimizing the physical banking subsectors. Offering special loans' types and restructuring solutions for businesses and individuals in need. Whereas in the second year the focus was on expanding selectively and broadening the bank's equipment with the technologies, the main effort was made to enter the sphere of green banking, financing sustainable projects like renewable energy, environmentally friendly manufacturing, etc. By the formation of MTB Exchange (UK)

Limited the bank expanded the network and ensured the service delivery of remittance to the Bangladeshi community.

2.2.2 Vision Of MTB

- **“One of the best performing banks in Bangladesh”**
- **“The bank of choice”**
- **“A truly world-class bank”**

(*Mission & Vision - Mutual Trust Bank PLC,* 2020)

2.2.3 Mission Of MTB

“We aspire to be the most admired financial institution in the country, recognized as a dynamic, innovative and client focused company that offers an array of products and services in the search for excellence and to create an impressive economic value.” (*Mission & Vision - Mutual Trust Bank PLC,* 2020).

2.2.4 CSR of MTB

Corporate social responsibility is also an important activity of Mutual Trust Bank (MTB) where it targets different sectors such as education, health, environment and community development. Some of their key activities include:

- Scholarship Programs: Scholarly Sponsorship: Through endeavors such as MEDHA Scholarship, MTB grants both cash and kind sponsorship of education to needy but deserving students from the rural and semi-urban societies.
- Healthcare Initiatives: The social initiatives through which the bank helps enhance the healthcare services include providing equipment and organizing health camps for the poor
- Green Financing: PTB involves sustainable green financing programs which include financing of ASW which includes financing of renewable energy and energy efficiency initiatives as well as environmentally friendly practices. This includes green power products such as the MTB Green Energy Loan as well as financing for the green infrastructure.

- Community Engagement: Due to its noble objectives, MTB partners with various organizations, locally and globally, to solve various social issues such as supporting disasters and raising awareness of financial inclusion in obscure regions.
- These initiatives are integrated with the Sustainable Development Goals (SDGs) as MTB continues to work for the betterment of the country’s socio-economic and environmental texture.

Figure 2: CSR Activities

2.3 Management Practice Of MTB

Due to good management practices, MTB exists under a strong management platform with a potential for sustainable growth. Here are some key aspects of their management practices:

- Corporate Governance: Policies governing MTB's governance are well set with high standards of policy formulation in the best interest of the company, its shareholders, stakeholders, conforming to the legal requirements and regulations. The strategic decisions of this firm are taken by their Board of Directors who are supported by the firm's Senior Management in the efficient running of the firm.
- Internal Control and Compliance: The bank or the organization has an Internal Control and Compliance (ICC) as a department to enhance awareness for responsibility and policies. This is particularly to ensure independent reporting to the Board Audit Committee to facilitate oversight by the division.
- Risk Management: From the case of risks, notably money laundering and terrorist financing risks, it is clear that MTB has clear frameworks which address the same. They follow national and international laws and regulations against illegitimate operations, maintaining very high customer identification procedures.
- Human Resource Development: The bank also focuses on the training of its employees through local, and overseas training. This increases the capacity of individuals within an organization and dials them to the vision of the bank.
- Sustainability and CSR: Sustainability is a key strategy at MTB, the firm operates with the intention to meet or deliver products that are environmentally and socially sustainable. Through the MTB Foundation the organizations engage themselves in social responsibilities such as education, healthcare and community welfare.
- Strategic Committees: There are several management committees specifically in MTB, including the Management Committee, Extended Management Committee, and Asset Liability Committee which has made overall management decision-making faster among most of the operating departments.
- Technology and Innovation: The bank uses digital banking products like MTB smart banking, Internet banking, new and improved fin-tech solutions to boost up customer interaction and internal organizational competency.

2.3.1 Leadership Style at MTB

Transformational Leadership

- Driven by Innovation: Banks under Syed Mahbubur Rahman have taken up a transform Tory strategy that encourages creativity, especially in the areas of new technologies and enhanced customer care.
- Focus on Empowerment: The management fosters employment of strategies and efficiency by delegating duties and nurturing human resources via formal workshops and training, and from exposure to an advanced form of operation of the banking service.

Strategic Leadership

- Commitment to Sustainability: MTB's management incorporates sustainability targets as key strategic priorities, including green finance, CSR and linkage with global SDGs.
- Proactive Risk Management: The leadership has a proper risk management framework that guarantees compliance and minimizes operation risk by developing sophisticated internal structures and risk management committees.

Collaborative Leadership

- Committee-based Decisions: Another Leadership style is collaboration through specialized committees such as; Management Committee, Risk Management Committee and the Asset Liability Committee. This ensures that there is good participation and all the decision made are well informed.
- Stakeholder Engagement: The management takes an integral part in fostering organizational relationships with all stakeholders within and outside the bank employees, customers, and regulatory Agencies are some of the stakeholders always considered by the leadership of the bank.

Servant Leadership

- Customer and Community-Centric Approach: As it has been pointed out by MTB leadership, the company's focus is to always serve the customers as well as the community.

This has been realized in the customer centric banking products and services as well as CSR like scholarships and health enhancements.

- Employee Welfare: It is applied with exception and in detail since leadership believes in the general growth and well-being of the employees.

2.3.2 Important Techniques for Leadership

Employee Development

- Training and Capacity Building: MTB provides employee skill upgrade through on-the-job training focusing on regular training to upgrade the worker's skills sometimes being offered a chance to be posted overseas. It maintains compliance with universal banking practice.
- Performance Management: Leadership uses a business performance management system to review talent acquisition, talent deficiency and the encouragement of employees through the award system.

Collaborative Decision-Making

- Committee System: From the various committees adopted at MTB, it is evident that the Management Committee and the Risk Management Committee play vital roles with regard to timely and well-informed decisions for the company.
- Stakeholder Engagement: Managers always communicate with both internal and external parties to enhance transparency in order to make decisions that will check on with the set goals and customer requirements of the bank.

These include issues to do with strategic vision and innovation

- Focus on Digital Transformation: The management supports and encourages the development of online banking services including online banking, mobile phones applications banking and smart banking to increase customers' satisfaction.
- Green Financing and Sustainability: Promoting environment sustainability is one of the leadership's priorities with the aim of promoting environmentally friendly business practices as well as to increase efficiency.

Techniques of Transformational Leadership

- Leading by Example: Managers, starting with the CEO, themselves provide examples of accepting change and creating desire for innovation and organizational growth.
- Encouraging Initiative: Subordinates are allowed to come up with new initiatives and recommendations in the workplace since leaders empower them.

Customer-Centric Approach

- Enhancing Service Quality: The laws of leadership stress that one has to consider clients' requirements for various services and strive to tailor such services to their requirements.
- CSR Initiatives: By means of the MTB Foundation that controls the leadership, the bank backs up community development and social welfare in an effort to enhance societal welfare.

2.3.3 Human Resource Planning of MTB

The HRP in the context of MTB can be elucidated as a formal and systematic process of developing plans to match the Human Capital of the organization with the business objectives of the organization. The process involves several key functions:

Human Resource Acquisition

- Planning: Forecasting the demand and supply of the employees in order to make sure that proper personnel will be provided to meet the requirements of the organization at the correct period.
- Recruitment: Recruitment could be internal (from within the organization) and external (from the market).
- Selection and Socialization: A process of organizational socialization occurs where new employees adapt to the company's systems and ways of working.

Development

- The MTB invests in training its workers, regardless of their rank, with an aim of improving their performance.

- The WSH's vision of Defocusing on sustainable mal and safety performance to zero performance and the management team's attention to leadership and decision-making development is evident here.

Maintenance

- Employee Welfare: For example, Leave Fare Assistance (LFA), health insurance and terminal benefits such as gratuity and provident fund for its employees.
- Work-Life Balance: The other policies are earned leave, casual leave, maternity leave, disability leave for employee support.

Motivation

- The human resource management area of MTB includes attractive wages, prompt festival bonuses, and promotion based on performances.

The Annual Confidential Reports (ACR)

- Subordinate's performances are evaluated once a year through ACRs, and feedback given to them to increase on is provided.

Employees Hierarchy System and Management

- This means that MTB has a clear organizational structure from the Managing Director, to senior management, middle management, to junior officers.

Feedback and control

- involve both centralized and decentralized approaches depending on a situation. This HR framework is backed by committees such as the Executive and Policy Committees, to reduce operational hitches in a firm and maintain a firms laid down goals.2.3.4 MTB's Organizational Structure.

Department	Reports To
Board of Directors	None
Executive Management	Board of Directors
Retail Banking	Executive Management
Corporate Banking	Executive Management
Foreign Trade	Corporate Banking
Investment Banking	Executive Management
Treasury	Executive Management
Operations	Executive Management
Risk Management	Executive Management
Compliance	Executive Management

Table 1:Bank's Organizational Structure

2.3.5 Organogram

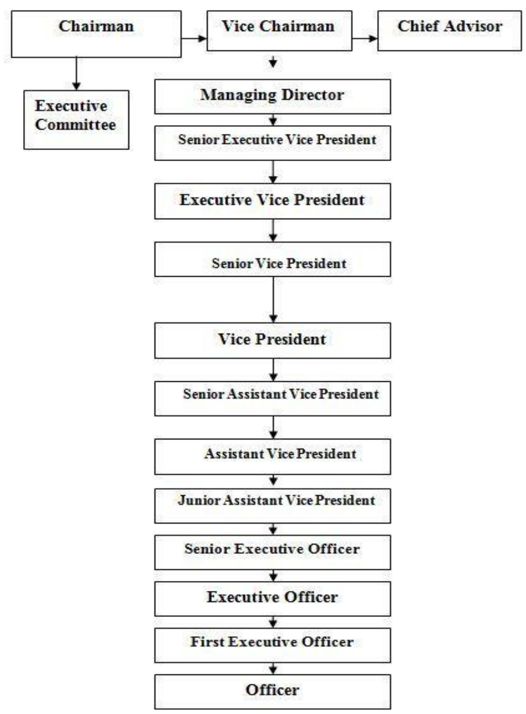

Table 2: Organogram.

2.4 Marketing Practice of MTB

Mutual Trust Bank (MTB) employs a range of marketing practices to strengthen its market presence and customer engagement:

- Digital Innovations: MTB has been especially keen on developing digital banking products including its MTB Smart Banking App and internet banking. These tools are meant to provide uninterrupted internet based financial solutions which boost customers satisfaction and interaction.

- Customer-Centric Programs: Some exclusive privilege that the bank has to provide is co-branded credit cards with Grameenphone & NovoAir so the customer can enjoy more and more. Moreover, for example, MTB Air Lounge offers additional services for a paying audience.
- Sustainability and Inclusion: Marketing is connected with sustainable development goals. For example, MTB focuses on the community through the financial inclusion by means of agent banking and women entrepreneur financing stressing its social responsibility.
- Branding and Publicity: Apart from events, MTB claims its primary sponsorship activities and participates in development projects for the community at large. Also includes, contributing disaster resilience kits and undertaking social responsibilities campaigns with the bank symbolizing to be socially responsible.
- Recognition and Awards: The bank uses such accomplishments as "Best Digital Bank in Bangladesh" conferred by Euromoney to build its image and consumers' confidence.

These strategies bear testimony to the fact that MTB also adopts the model of technology-centered diversified strategies where community and customer-related innovations form the key plank of competitive edge in the banking industry.

2.4.1 4 p's of MTB

Product

- Core Banking Services: MTB traditional banking products include savings account, current account and fixed deposit.
- Digital Services: Services such as the MTB Smart Banking App, Internet banking, and the MBot (AI-Enabled Chatbot) increase convenience for customers through easy and fast e-commerce.
- Specialized Products: These are co-branded credit card, SME banking, Islamic banking (MTB Yaqeen), women banking (MTB Angona)
- Corporate Solutions: Services like corporate banking, treasury and Off-shore banking relates to business bank clients.

Price

- Competitive Pricing: It shall also be noted that all the pricing policies, interest rate on loans as well as deposit, are set competitively by MTB so that it is able to offer value added products to its customers.
- Transparent Fees: The bank makes it a point to make a clients' contact with it possible characterized by uncontracted talks on fees touching on various services such as maintenance fees, ATM fees or credit card usage with an aim of developing trust with the client.

Place

- Physical Presence: MTB has several branches, ATMs and even agent banking centers to make these convenient for clienteles in both urban and rural settings.
- Digital Channels: Customers can easily complete transactions online using their mobile devices, as well as utilizing the traditional internet banking facilities.

Promotion

- Advertising and Branding: Brand visibility is developed using print, online, and social media campaigns in MTB. For instance, touting its green banking and ambition to become a fully digital bank.
- CSR Activities: Also, through the MTB Foundation, the bank carries out social marketing where it portrays itself as an institution that is involved in funding education, health and more so, community development projects.
- Customer Loyalty Programs: MTB comes up with the scheme of reward points, low charges and other privileges for customers with credit cards and other loyal customers.

2.4.2 Porter's FIVE of MTB

Threat of New Entrants

- Barriers to Entry: The structure of the banking industry in Bangladesh is very competitive, with the Bangladesh Bank demanding a huge amount in capital, infrastructure and compliance the banking industry is very competitive.

- Digital Disruption: By offering varied, convenient and newer services, the first tier fintech startups such as BCB as well as the MFS providers bKash and Nagad can be considered as having moderate threat.
- MTB's Strategy: Minimizing this threat is done through brand loyalty, the stability of our digital banking solutions, and advances made in customer experience.

Bargaining Power of Suppliers

- Capital Suppliers: Another identified role is that depositors are the foremost fund providers to the banking institutions. Its power is somewhat restrained given that MTB boasts moderate interest rates together with different types of deposit.
- Technology Suppliers: Reliance on applications and information technology solutions for digital banking raises the supplier power. MTB mitigates this through procurements of proprietary technology and the outsourcing of the IT segment through the partnership with reputable IT enterprises.

Bargaining Power of Buyers

- Customer Expectations: Buyers have a high buying power due to the numerous other banks that are available that are within the industry. MTB resolves this through distinct products as co-branded cards, SME, and products specifically targeting women banking.
- Digital Accessibility: Through offering various unique services that include MTB Smart Banking and MBot, the bank increases customer satisfaction thus minimizing the risk of customers' switching.

Threat of Substitutes

- Alternative Financial Services: Micro-finance institutions/SOCFIN's, Mobile Financial Services (like bKash/Nagad etc.) exist as Substitutes.
- MTB's Approach: The bank competes by raising its digital services, and offering dual services which are both physical and online services.

Industry Rivalry

- Competitive Landscape: The sector for banking in Bangladesh is already flooded with many names, major ones being BRAC Bank, Dhaka Bank and Citibank.
- MTB's Positioning: Hence the following is MTB uniqueness strategy: high touch model, CSR, and sustainability. It enhances its competitive position due to its concentration on digital transformation and the use of customer loyalty programs.

2.4.3 SWOT of MTB

Strengths

- Digital Banking Excellence: MTB has also embraced the use of digital banking products which would include the MTB Smart Banking App, MBot and Internet Banking with seamless customer experience.
- Diverse Product Portfolio: MTB ensures that it provides its service to all types of customers through different services; SME banking services Personal Banking: Islamic banking (MTB Yaqeen) Women Banking (MTB Angona) Credit card services: Standard Chartered Saadiq MTB Co-Brand Card.
- Corporate Social Responsibility (CSR): Being a recipient of the MTB Foundation, the bank plays an active role in CSR hence bolstering its image as a noble entity.
- Strong Brand Reputation: It has been honored with several awards in the field of digital banking and introducing high impact sustainability themes.

Weaknesses

- Limited Rural Penetration: With agent banking, MTB is however still not as well established in the rural markets as is bKash or other microfinance institutions.
- Dependence on Conventional Banking: Even up to now it continues to rely more on traditional banking which I think is somehow risky to changes in the market.
- High Operational Costs: The sizable requirements for actual branches and dependence on technology providers help make net costs comparatively greater.

Opportunities

- Growing Demand for Digital Services: The mobile banking industry in Bangladesh is growing rapidly allowing MTB to introduce more services to appeal to customers who use technology.
- SME and Women Entrepreneurs: Government and policy perspective towards financial inclusion presents the organization an opportunity for SME financing and the women-oriented scheme.
- Green Banking and Sustainability: Due to the increased attention and regulatory support of financial institutions worldwide, the bank's approach to green financing and further development of sustainable programs can become differentiating.
- Expanding Agent Banking: Thus, the following strategic growth possibilities could be beneficial for MTB: a new expansion of branch network especially through agent banking could assist the company to get new customers.

Threats

- Intense Competition: Some of the major threats include competition from similar industry players such as BRAC Bank, City Bank and the mobile financial solution providers such as bKash especially in urban and rural domains also.
- Regulatory Changes: Mandatory compliance standards and the ever-changing banking laws examined as factors that affect operations and revenues.
- Economic Instability: Bangladeshi economy is vulnerable to shocks in the global economy and, therefore, poses a threat to the quality of the assets owned by MTB and its revenues.
- Cybersecurity Risks: Also, as MTB has started to focus on investments in the digital platforms, the company becomes vulnerable to the cyber risks.

2.5 Financial Performance and Accounting Practices

This analysis compares the financial performance of Mutual Trust Bank PLC (MTB) from 2021 to 2023, focusing on key metrics: share capital, issued capital, entitled capital, sometimes, called legal capital, reserves, deposits and balances, investments, foreign exchange operations, operating profit, efficiency of asset (ROA) and efficiency of equity (ROE). These metrics are extremely important for tracking the financial situation and development, as well as strategic compatibility of the bank and its strategies in response to shifting market conditions.

Metric	2021	2022	2023	Change (YOY)
Authorized Capital	BDT 10,000 million	BDT 10,000 million	BDT 20,000 million	+100% (2023 increase)
Paid-Up Capital	BDT 8,125 million	BDT 8,937 million	BDT 9,831 million	+10% (2022), +10% (2023)
Statutory Reserve Fund	BDT 5,696 million	BDT 6,281 million	BDT 6,938 million	+10% (2022), +10.5% (2023)
Deposits	BDT 211,782 millio	BDT 232,657 millio	BDT 262,584 millio	+9.86% (2022), +12.86% (2023)
Investment (Shares & Securities)	BDT 45,076 million	BDT 46,035 million	BDT 48,113 million	+2.13% (2022), +4.52% (2023)
Foreign Exchange Business (Export	USD 1,009 million	USD 1,234 million	USD 1,170 million	+22.3% (2022), -5.2% (2023)
Foreign Exchange Business (Import	USD 2,060 million	USD 2,212 million	USD 1,888 million	+7.4% (2022), -14.6% (2023)
Operating Profit	BDT 7,803 million	BDT 8,210 million	BDT 9,432 million	+5.22% (2022), +14.88% (2023)
Return on Assets (ROA)	0.79%	0.72%	0.79%	-0.07% (2022), +0.07% (2023)
Return on Equity (ROE)	11.71%	12.07%	12.59%	+0.36% (2022), +0.52% (2023)

Figure 3: Financial Performance Comparison

- **Authorized Capital:**

  The total amount of the authorized capital was also unaltered at BDT 10,000 million in 2021/2022 and then increased to BDT 20,000 million in 2023. This is attributed to the decision to increase its capability for growth and readiness to attract more investment more in line with its long-term expansionist goals.

- **Paid-Up Capital:**

  Total capital gradually rose more than the paid-up capital for the three years with 10% augmented annually from BDT 8,125 million in 2021 to BDT 9,831 million in 2023. This growth proves that MTB is ready to foster its financial status, the compliance with all the regulations and to provide its support to various operational and strategic activities, which can create the ground for the further and more stable development of the business.

- **Statutory Reserve Fund:**

  The statutory reserve fund also increased gradually from BDT 5,696 million in 2021 to BDT 6,938 million in 2023. This progression points to the issue of profit-making by the bank under statutory reserve requirements in the context of prudent management of finances and constant revenues.

- **Deposits**:

Savings remarkably rose in deposits from BDT 211,782 million in 2021 to BDT 262,584 million in 2023. This is due to improved customer confidence and better ways of mobilizing the public. This proves growth in the bank depositor base and customer loyalty despite high competition and economic fluctuations with double-digit growth year-on-year basis.

- **Investment in Shares & Securities (Excluding Subsidiaries):**

  Going to stock-share investments, there was a slight increase from BDT 45,076 million in 2021 to BDT 48,113 million in 2023. This measured growth shows corporate prudence in portfolio management – the expansion accompanying risk-taking in a high-risk investment environment.

- **Foreign Exchange Business:**

  Export business has also expanded by 22.3% in 2022 and reduced by 5.2 % in 2023 to USD 1,170 million. Consequently, imports hit the highest level in 2022 and declined significantly in 2023. These changes follow lifting and disruptions of global trade and coupled with local economic conditions underlying the importance of hedging in foreign trade operations.

- **Operating Profit:**

  The operating profit was again on an upward trend from BDT 7,803 million in 2021 to BDT 9,432 million in 2023 with a remarkable growth of 14.88% in 2023. This is evidenced by organizational enhancement in operating profit and revenues, coupled with appropriate cost control irrespective of external challenges.

- **Return on Assets (ROA):**

  Gross profit margin maintained an average of 20% in the year 2021 and 2023 reducing slightly to 18% in the year 2022 while total asset turnover remained constant at 0.79%, 0.72% and 0.79% respectively for the years 2021, 2022 and 2023. This stability gives credit to MTB in terms of efficient use of assets, and it shows that the bank can make good profits irrespective of the situation in the market.

- **Return on Equity (ROE):**

  From the financial analysis conducted in this paper, the following picture has been derived: ROE, which depicts the improvement in shareholder returns, increased from 11.71% in

2021 to 12.59% of 2023. This expansion is attributed to appropriate profitability strategies, control for costs, and management of capital that enhances stockholder confidence and places the bank competitively within the financial marketplace. Conclusion

The analysis shows that there has been an impressive improvement in MTB's fundamental indicators such as capital base, deposit and profitability. However, the bank has faced considerable difficulties in operations of foreign exchange business and it has been rather persistent; however, it has proved its flexibility and effective management.

Key Strengths:

- Operating profit and capital reserves consistent with continuing steady improvement.
- Optimization of operations and use of resources.

Weaknesses:

- The constant shrinkage of all elements of foreign trade activity points to the brain's sensitivity to external impacts.

Opportunities:

- The growth of deposits should be used to fund diversified portfolios and increase lending.
- Enhance the field of international trade services in order to minimize risks of the future volatile market.

Recommendations:

- Emphasis to be placed on such sectors as digitization in order to improve customer reach and service provision.
- Emergence of differential hedging strategy to hedge for global business risks.

To sum up, it is essential to further try to control and improve cost to income ratio with a view to ensuring sustainability of cost to income ratio for continuous growth of profitability.

2.5.2 Accounting Practices

Each of the financial statements – income statement, balance sheet and statement of financial concerns – have been prepared on the basis of the ‘accrual’ concept on historical cost basis and acceptable company model save and except for financial instruments have been taken to their fair value. Again, the fixed assets are also written off using the straight-line bases in the revenue statements for the estimated useful life in such assets. In relation to identification of assets that are bought, devaluation is from the month of purchase in fixed assets which are for sale, then depreciation/devaluation is done up to the month of disposal.

2.6 Operations Management and Information System Practice

Operations Management

- Digital Transformation: MTB aims at reducing banking operations through computerization so as to meet the financial needs of its clients. They have customer convenience tools like the MTB Smart Banking App and MTB Internet Banking.
- Branch Efficiency: It has a strategic objective of improving branch efficiency in order to deliver fast and accurate customer service.
- Risk Management: Their Environmental and Social Risk Management framework can mitigate contemporary operational and financial risks proficiently, besides adhering to sustainable development objectives.
- Customer-Centric Approach: Used proficiently, data analytical tools not only improve the operations of MTB but also the banking experiences of various groups of customers.

Information Systems

- Core Banking Solutions: MTB uses a stable and efficient Core Banking System to facilitate the management of aggressive transactions and its operations.
- Integrated Platforms: Customers have access to MBot (Chatbot) as well as mobile banking which enables a proper link and convenient updates to customers and other stakeholders.
- Cybersecurity: The Android version incorporates very upgraded security measures that protect their data and prevent fraud in future mobile applications.

- Financial Inclusion Technologies: Examples of their utilization of technology include through what is known as MTB Simple Account as well as in agricultural financing partnerships.

These practices embrace the firm's overall objectives of operational efficiency and marketing in an effort to be competitive in the banking market.

2.7 Summary and Conclusion

Based on operational approaches and established systems and technology, Mutual Trust Bank (MTB) updates efficient strategies and innovates the customer experience.

- **Operations Management:** MTB deals in digital strategy, increasing efficiency of branches, providing customer friendly services and managing risks. They include specific business plans that focus on achieving Goals and objectives that are: Efficient Processes Development, Customer-focused solutions, and Sustainable solutions.
- **Information Systems:** This backup motivates a strong digital backup of MTB's banking services. Mobile and internet banking, core banking solutions, security enhancements all support the operational platforms. They are also willing to provide technological inventions such as the MBot chatbot and inclusive banking platforms.

From the case analysis, MTB has a clear vision of applying modern operations and technology in its operations to bring about better banking services provision. Incorporating them makes the bank evidently liberal technologically aware and customer-focused in the operating environment of the Bangladeshi market. In order to sustain competitive advantage, MTB can consider the following issues as perspectives: cybersecurity's further enhancement; the development of the services' delivery to rural areas; the augmentation of the organization's operations' automation.

2.8 Recommendation

- **Expand Digital Footprint**

  Discern digital service points then apply artificial intelligence analytics for individual compelling financial service improvements. Introduce new easier to use technologies that elaborate serving the segments such as more extensive rural areas or senior customers.

Enhance operational security to enhance consumers' confidence through increase in cybercrimes.

- **Boost Financial Inclusion**

  Increase in the advancement of agent banking services to expand market coverage in the rural area. Develop new exciting financial offerings for micro, female and low income or no bank inclusion entrepreneurs. Engage with non-governmental organizations and government programs for better outreach on matters concerning, financial literacy and financial inclusion.

- **Focus on Sustainability**

  Green deposit and green loan should be advanced by providing more funds for green energy and other related projects. Engage in the assessment of the impact involving the business, the environment and the social sphere of banking activities to international benchmarking on sustainability.

- **Diversify Revenue Streams**

  Enter new fields and expand to them such as fintech partners, money managers, and insurance. Expand service portfolio by using integrations with e-commerce sites and/or digital wallets.

- **Enhance Human Resources**

  Enhance leadership development and ensure that the leadership development programs provide for innovation the right ways of dealing with change. Employee training should become a priority in practice to meet the aims and objectives in the field of digital and customer-oriented transformation. Make changes with the operational strategies to adopt flexible working policies and launch diversity practices to attract the best employees.

- **Build up Marketing and Brand Awareness**

  Improve reach of marketing communications on measures such as increasing marketing and communication activities in the form of customer testimonial campaigns and differentiated product portfolios. Incorporate the customer reward programs as well as the privilege benefits to customer loyalty. Publicize highlights of CSR to build a more appealing brand reputation for the bank by endorsing social responsibility.

Chapter 3

Assessing the Impact of Digital Banking Adoption on Customer Satisfaction

3.1 Introduction

The banking sector has undergone a fair deal of drastic change in the past decade mainly due to progress in technology and the ever-shifting customers' needs. What have been considered top shifts include the emergence of concepts such as digital banking that has reinvented operation of financial firms. The following research work aims at examining the effects of digital banking adoption on customer satisfaction of MTB; in so doing, the research would also scrutinize the effects of technological advancement on customer trust and loyalty.

This concept defines banking as the delivery of financial services through website, mobile phones, social media, and other electronic media. It saves the customer the cost of physically having to travel to branches where they could otherwise transact, retrieve information on their accounts, and or manage finances. Digital banking has solved some of the main challenges associated with conventional banking including; • Limited operating hours • A lot of paperwork • Long queues The positive implications within this sector remain spearheaded by the ability to access banking facilities at any time and with the aid of the digital platform to speed up the processes.

Use of digital banking is not a luxury but a need when facing competition issues in today's world. The customer requires easy access to banking services, quick solutions, and high levels of transparency, and this is compelling the likes of MTB to embrace online banking channels. Pioneering a change towards digital solutions, especially with the onset of the COVID-19 pandemic, have pointed the world towards lean contact-less service delivery. Thus, a digital banking model has emerged as the key trend in modern banking initiatives, with financial firms seeking to satisfy the needs of a client base that is increasingly accustomed to accessing and managing their banking needs through digital channels.

At MTB the transformation initiative based on digital banking services will target enhancing customer experience through new tools that will decrease the firm's reliance on physical branches and will allow for better identification of customer demands. The online account management service, immediate transfer of funds to other accounts as well as the facility of bill payment are made simple and easy to use. However, the effectiveness of these services is subject to customer take-up, digital platform stability, and the bank's capacity to address concerns around data.

ca/bank-third-wave-services for third-wave services, their effectiveness depends on customer uptake, reliability of the digital technology, and concerns over data security and privacy.

Yet, as this paper has also shown, the introduction of digital banking is not without its difficulties: Some of the challenges may include system outages, users' unfamiliarity, and resistance to change aspects may have negative implications on the rate of adoption among the customers. These challenges can only be mitigated by integrating a customer-oriented approach that leads to persistent updates to the platform, aggressive customer services and support, and informative campaigns aimed at introducing users to contemporary technology platforms.

From a current perspective, we witness more and more new banks going digital and transforming the banking sector, hence, to sustain itself in this competitive environment as well as to possess a higher market share, MTB needs to meet its customer needs through its services, when doing so by achieving the competitive advantage and delivering superior value in return. It also aims to explore the factors that associate digital banking with customer satisfaction and present further directions for developing this field.

3.1.1 Literature Review

The basic theory that forms the background to technology adoption in the banking sector is the Technology Acceptance Model by Davis (1989). Based on this, Kumar et al. (2021) noted ease of use and security perceptions as key drivers of digital banking adoption. Subsequently, the Unified Theory of Acceptance and Use of Technology (UTAUT) model pioneered by Venkatesh et al. 2019 elaborates on the part played by social influence and facilitating conditions defines in digital banking acceptance. These models help one to conduct an objective analysis of the customer's behavior and preferences in the settings of digital banks.

The main factors that determine the satisfaction of the customers in digital banking include the reliability of the system, speed of transactions, and security. Wilson & Thompson, 2022 have identified high levels of relationship between these factors and customer satisfaction;9% system reliability;85% transaction speed, and 82% security features. Ahmed et al. (2023) also found that mobile banking satisfaction rates could rise to 45% when a bank works on the interface and adopts the right security measures to protect its users.

Privacy and security still continue to be a concern when customers are adopting Internet banking. The studies of Rahman and Lee (2023) noted that the majority of customers, 78 percent of them, place high importance on security aspects when selecting their depository bank services. According to their research, secure attributes such as two-factor authentication and bio-metric authentication raised customer trust by a reliable margin of thirty-five percent for banks that have integrated them into their systems.

The UI and UX design directly impact customer retention for any business since users tend to focus on the interfaces they repeatedly encounter. Chen and Martinez (2022) found that banking organizations that focused on UI/UX investments cut customer complaints by 40% and boosted digital service engagement by 25%. This they established by noting that factors such as the ease with which customers can navigate through the platform together with appealing graphic interface results in increased customer engagement in digital banking.

Mobile banking has taken the lead in acts of electronic and mobile money sales. Johnson et al. (2023) stated that there was an average annual growth of 65% of mobile banking services in 25 countries. Some of the important characteristics motivating this growth are immediate payments (92% adoption), account surveillance (88% adoption), and the incorporation of digital wallets (75% adoption). The findings highlighted herein provide clear evidence of the rising trend of mobile-centrism for delivering customer requirements.

The use of new technologies only improves the functioning of banks, as it is noted in the Evaluation of advanced digital banking platforms. In a 2023 cross-country survey of 100 banks, Zhang and Peters enshrined improved customer retention rates of 28 percent, a 35 percent lowering of operational expenses, a 42 percent enhancement of the consumer satisfaction rating, and a 31 percent increase in the volume of digital transactions. These measures call for the significance of transforming the organizations' operations via technology for productivity and customer retention.

Different samples have adopted digital banking in different numbers. According to Brown and Singh (2022), the highest percentage of adoption was aroused in the youngest group of people between 18 and 35 years 92%, further, 75% of the group between 36 – 50 years, and the remaining

45% of individuals over the age of 50. Furthermore, education level and income were found rather crucial characteristics affecting adoption, which signals the necessity of differentiated approaches to different customer groups.

3.1.2 Objectives

- **Evaluate Overall Customer Satisfaction Levels with Digital Banking:**
  This objective aims to assess the overall level of customers' satisfaction with digital banking services provided by Mutual Trust Bank Limited. It seeks to analyses the users' experiences in relation to specific facets of digital banking including convenience, availability, dependability and effectiveness. In addition, this research aims at determining the current levels of customer satisfaction and achieve a measurement of contentment and discover the general satisfaction that the consumers of the bank have so that the areas in which this organization is excellent or has room for improvement shall be known.
- **Identify Key Factors Influencing Customer Satisfaction in Digital Banking:**
  This presents a crucial angle that understanding what influences the customers' perceptions is critical for increasing the quality of the services being offered in organizations. This objective is going to address seeking particular themes that causing perceived influence on customers in the digital banking scenario. Some of its elements may include; security and privacy; user experience and interface; transaction process; customer service; options offered. By recognizing these features, it becomes easy for MTB to target areas in the value chain that require enhancement so as to affect customers' experiences favorably.
- **Analyze Customer Demographics and Preferences in Digital Banking Adoption:**
  It is evident that the extent to which customers adopt digital banking services could be in different zones. This specific objective seeks to understand demographic factors including age, gender, income level, and education, and their relationship to the use and uptake of digitally delivered banking services. Also, it wants to explore customers' expectations in terms of the services and operations offered by digital banking platforms. Consequently, this analysis will go a long way in helping MTB improve the way it delivers its digital banking services to categorical groups in the market.
- **Examine the Impact of Digital Banking Adoption on Customer Satisfaction at MTB:**

This objective accumulation output from the above-mentioned objectives in an effort to determine the extent to which the adoption of digital banking has affected the customers' satisfaction. It seeks to compare the level of satisfaction with the frequency and the extent of the use of digital banking products in order to see whether a higher usage and adoption of the services improve satisfaction. Additionally, it aims at extending the moderate investigation of the influence of the adopted digital banking features and enhancements on the customer satisfaction level and offering a thorough investigation of the association between the acceptance of digital banking and customer satisfaction levels.

3.1.3 Significance of the Study

This study has a measure of theoretical importance since it empowers MTB to possibly discover how the provision of digital banking affects customer satisfaction and what more it can still do to uphold the satisfaction of the customers.

- **Enhancing Customer Experience**: Convenience, accessibility, and efficiency are the essence of modern banking and those are exactly things that digital banking offers. The satisfaction level of the customers can be used by MTB to find out the areas that are effective and those that are ineffective when it comes to delivering services. Such findings can inform MTB to improve specific attributes of digital banking to increase willingness to use by existing clients and attract new ones.
- **Identifying Key Satisfaction Drivers**: This is because when identifying aspects such as usability, security, transaction time, and customer service it is easier to make changes specifically in these areas. By adopting this approach, MTB is able to direct funding to locations where it will have the highest impact – guaranteeing their services remain value-oriented for the customers.
- **Guiding Strategic Decisions**: In the current banking systems, technological advancement is critical for competitive success. The conclusions of this research will afford MTB practical information to inform subsequent programs, advertising campaigns, and funding distribution with regard to customer preferences.
- **Understanding Customer Demographics**: Banks that operate in the digital space also differ in terms of branches by segment of customers. Hence, using demographic data, MTB can provide targeted services since clients in different categories want inclusive services

that meet their needs but contain unique features to improve consumer satisfaction among all the strata.

- **Benchmarking and Competitive Advantage**: Actually, a comparison of MTB's digital banking services with competitors will indicate spaces to distinguish and enhance the services. Using benchmarks, MTB can improve strategies related to its position in the financial market to make it more effective.
- **Contributing to Academic Knowledge**: In extension to previous research findings, this study looks at the impact levels of adoption of digital banking and the level of customer satisfaction. It is valuable for researchers, practitioners, and policymakers to enhance knowledge regarding the digital banking environment.
- **Addressing Challenges**: Issues such as security features and digital literacy are major concerns. Such issues are noted in this research, alongside recommendations that will help MTB adopt appropriate strategies and reduce risks while enhancing its digital banking solutions.

3.1.4 Limitation

This research explores the role of digital banking adoption in enhancing customer satisfaction at Mutual Trust Bank Ltd. (MTB) but there are some limitations as below:

Firstly, the study will target only the areas MTB operates in hence the results might not be a true presentation of market trends on customer satisfaction in areas MTB is not very much present. This format of response may trigger less generalizable findings due to differences in culture, economic powers, and infrastructure among different regions. Secondly, this research was done in a short period which may not encapsulate the realities of changed technological, economic, or phenomenological factors on customer satisfaction. Like sample size of 190 + does not reflect all the customer representation, a longer analysis reflects the customer satisfaction picture in a much better manner than a short one. Similarly, the collection of data based on the responses of customers through surveys brings the issue of response bias where customers may submit responses that impress the organization. The sample size also might not cover the rich diversity of MTB's customer base; hence the results might not be generalizable in an equal sense. Furthermore. The research is limited to only existing customers who are currently using MTB's digital banking services; satisfaction levels of non-customers may not be the same. Also, information from within the bank such as records of the transactions was unavailable thereby limiting analysis of the performance of the bank. Lastly, Differences in internet connection and, security issues may affect satisfaction depending on the area's internet stability. The level of trusting digital banking also depends on the appreciation of the security of the customer services which differs from one customer to another.

3.2 Methodology

The methodology evaluates assessing the impact of digital banking adoption on customer satisfaction and loyalty using a multifaceted approach. The following includes qualitative discussions with the Head of Digital Management and IT Department to understand product features, quantitative surveys that quantify client satisfaction and loyalty, and assessments of how technological factors influence decision-making. Focused surveys and statistical analysis will provide extensive insights into client preferences and service effectiveness.

- **Customer Satisfaction Levels with Digital Banking**

  Quantitative: Interacting with the IT Manager in person will give an extensive knowledge of the products and services that are currently on the market.

  Sources of Data: Analysis of the services provided will be aided by data gathered from internal documents and stakeholder interviews

- **Key Factors Influencing Customer Satisfaction in Digital Banking**

  Quantitative: Customers who use Mutual Trust Bank's Digital services will be given a survey that has been prepared and sent. The survey will further assess the level of loyalty by asking about their frequency of use, level of satisfaction, and likelihood of recommending Mutual Trust Bank's Digital services.

  Important Resources: Likert-scale surveys and statistical analysis to assess trends in customer loyalty and retention.

- **Customer Demographics and Preferences in Digital Banking Adoption**

  Quantitative: Ask the key customers, who have a relationship with this bank, to respond to a systematic and structured questionnaire. The questionnaire will also contain questions that seek to capture the degree of decision-affecting aspects of the technology.

  Key Tools: Use opinions and options Likert scales and multiple-choice questions in order to develop the assessment.

- **Digital Banking Adoption on Customer Satisfaction at Mutual Trust Bank Ltd**

  Quantitative: The survey will include questions designed to identify specific factors that affect customer satisfaction, for instance, service speed, affordability transparency, and finally ease of use. Furthermore, statistical methods will be incorporated into these responses to find out which factors have crucial effects on satisfaction levels. Key Tools: Through statistically assessing the responses to these components using methods such as factor analysis, the variables that have the largest impact on overall customer satisfaction will be decided.

This will be a mixed research approach whereby this methodology will use qualitative and quantitative research methods to assess how various characteristics of the trade finance solutions affect the decisions made by the clients of Southeast Bank. This means that Southeast Bank will be able to meet more effectively the needs of customers and improve its services.

3.2.1 Design of Research

The study featured both qualitative and instrumental research methods and approaches.

- **Qualitative Component**: A primary data collection technique of in-person interviews will be used to collect detailed information regarding the features and services offered by Mutual Trust Bank's Digital Service systems. This will help to determine some of the possible antecedents, affecting both client commitment and satisfaction rates.
- **Quantitative Component**: Trade financing service consumers will be given a computerized questionnaire to fill and measure customers' satisfaction, loyalty, and the influence of technology on decision-making. Besides, there will be items of a Likert scale

type as well as multiple choice questions for the data collection purposes and the statistically grounded additional research.

3.2.2 Sources of Data and Information

- **Primary Data**: To that end, data was collected with the help of an online survey with an obtaining range of questions using Google Forms in an attempt to understand the various forces that determine customer satisfaction, customer loyalty, and customer decision-making. The questionnaire is administrated by targeting potential respondents who are the clients of 'Mutual Trust Bank PLC' The respondents use Principal Branch very frequently.
- **Secondary Data**: The information is gathered from BRAC University's Athena platform and Google Scholar. Also, these resources; research papers, websites, publications, and journals offer theoretical and contextual perspectives for further research.

3.2.3 The population and the sample

- **Population**: The population for this study is defined by all the clients, who engage in digital banking services provided by Mutual Trust Bank PLC. This involves every category of clientele ranging from Individuals to clients including business that trades in services, or businesses that operate on large scales. These clients use ATM facilities, online banking, and other electronic services. the research survey a suitable sample of the population for this study is composed of all the clients of Mutual Trust Bank PLC using ATM, online banking, and electronic services amongst others which have been mentioned above. Although the number of clients is not stated clearly, it is believed that 'MTB IB' is serving 50,000 – 60,000 people and businesses (Internet Banking – Mutual Trust Bank PLC, 2020)
- **Sample**: To generate the sample, 196 Individuals were chosen from bank as well as out of the bank's clientele base. Participating customers were singled out by the online Google Form used to conduct data gathering for this study. The data shared in this study offers insight into customers' satisfaction, loyalty, and decision-making attributes concerning the offering of trade finance by the bank.

3.3 Findings and Analysis

This Provides a crucial information regarding how Mutual Trust Bank`s Impact of Digital Banking Adoption on Customer Satisfaction, decision-making as well as loyalty. The significant aspect of their service, the usage of digital technology and the crucial factors include customer satisfaction are highlighted in the following analysis –

3.3.1: Evaluate Overall Customer Satisfaction Levels with Digital Banking

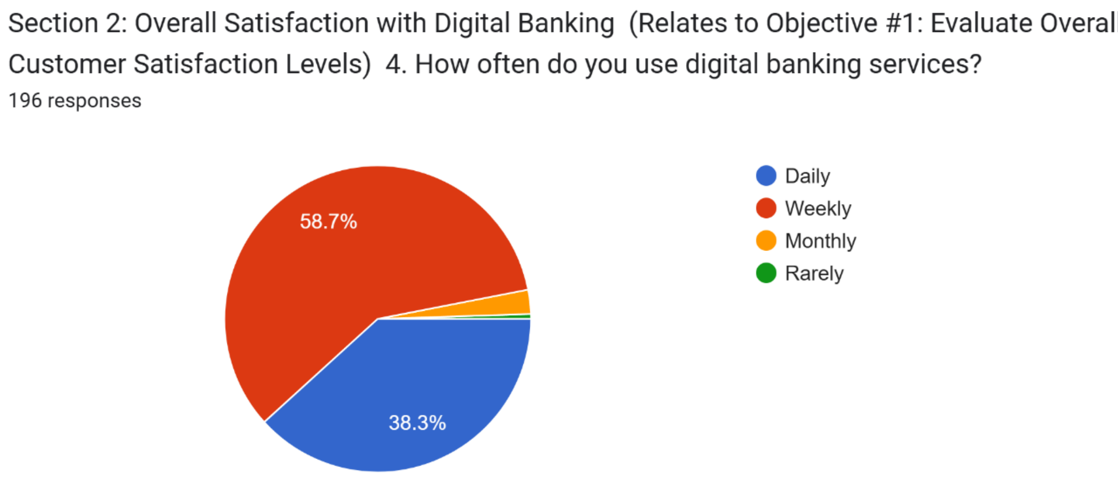

Figure 4: Frequency of usage of digital banking service

The pie chart above shows the resulting data regarding the frequency of usage of digital banking service of 196 respondents. Self-generated question: how many of you come across Digital Banking at least once a day? The result shows 58,7% which indicates that digital banking is too important to be used in daily activity. Similarly, 38.3% plan these services per week. The rest of the responses show that 6.7% transact in the digital banking atleast on a monthly basis, while a meager 2.3% transact in the services rarely. Based on this study, it can be concluded that introducing convenient online banking services is beneficial to many people's lifestyles because digital banking services are part of people's daily lives.

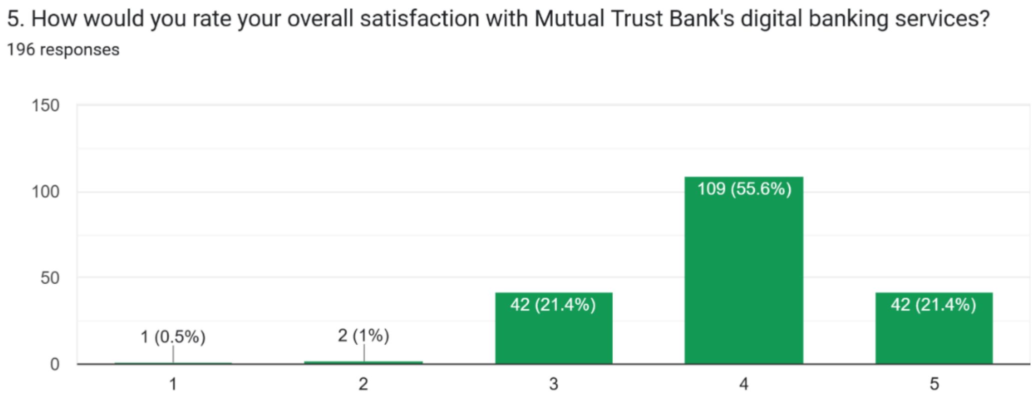

Figure 5: Satisfaction with Mutual Trust Bank digital banking services

From the bar chart, the level of satisfaction of 196 participants on the Mutual Trust Bank digital banking services is evident. Greatest satisfaction was reported by 55.6 percent of the respondents, as the services were rated 4 out of 4. A still higher proportion 21.4%, responded with a 3 which implied moderate satisfaction. A further 21.4% gave the services a 5 which indicates a very high level of satisfaction. A very small percentage of the number of respondents offered the services a rating of between 1 and 2, meaning that service satisfaction levels are relatively low. Hence, it can conclude that most customer of Mutual Trust Bank have a positive perception of the bank's digital banking services.

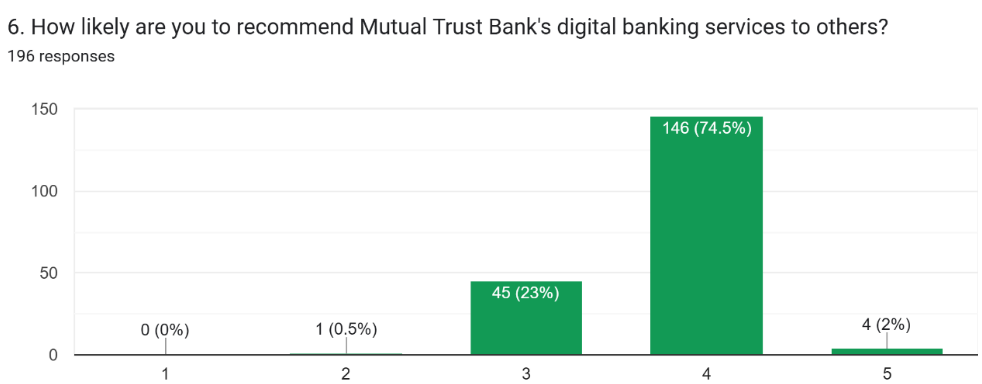

Figure 6: How likely to recommend Mutual Trust Bank's digital banking services to others

The above bar chart shows the response of 196 respondents about their readiness to recommend Mutual Trust Bank's digital banking services to others. More than three quarters of the respondents, 74.5% were likely to recommend the services if they gave them a rating of 4. Twenty three percent valued the services as 3, which means they are likely to recommend them to others, but not as highly as those who rated the services as 4 or 5. Out of 100, only three respondents selected 1, 2 or 5 implying that either the services offered tend or are likely to attract very little or a lot of recommendation. These findings indicate that for most part, customers of the Mutual Trust Bank are favorable toward its digital banking services and that such services for the bank make them more likely to recommend the services to others.

3.3.2: Identify Key Factors Influencing Customer Satisfaction in Digital Banking

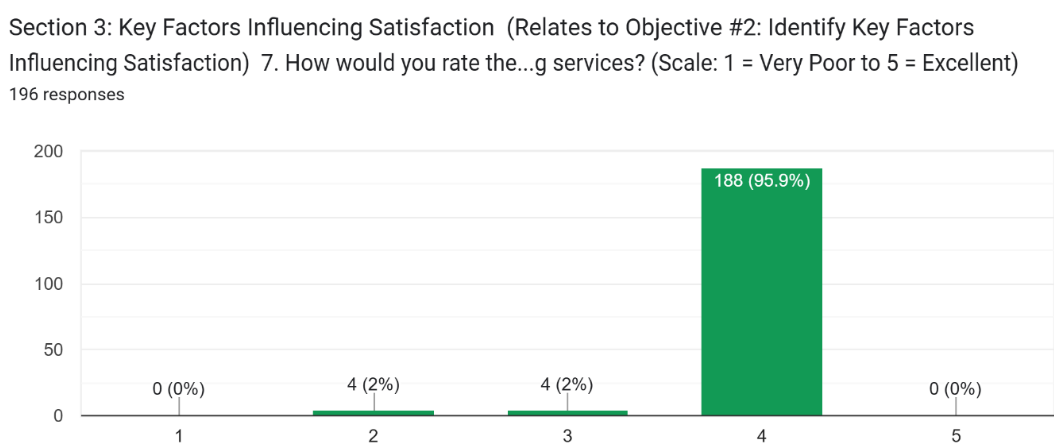

Figure 7: Key factors Influencing customer satisfaction

The above generated bar chart shows the result of the rating of the selected respondents toward overall rating of Mutual Trust Bank Ltd.'s digital banking services using rating scale of 1(very poor) to 5(excellent) where total number of respondents were 196. A higher percentage of 95.9% judged the services offered to be excellent. As for the services, only 2% said it was Poor or Fair. Evidently, the results argue for the fact that the digital banking services offered by Mutual Trust Bank are well accepted by customers, and at a pretty high level of satisfaction.

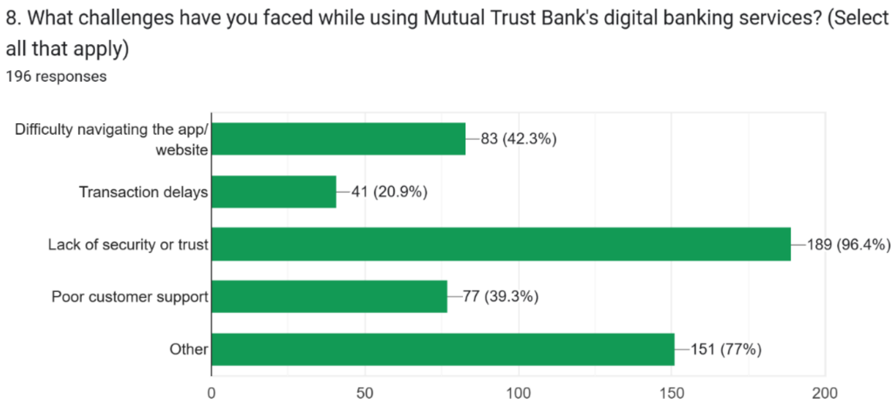

Figure 8: Facing Challenges while using MTB Digital Banking Service

The figure below identifies the principal struggles that are from the customers of Mutual Trust Bank in doing their banking activities online. The most severe issue is poor navigation of the app/website, and 42.3% of the respondents agreed. Transaction delays and absence of security or trust are also the important problems, which concerns 20,9% and 96,4% of respondents accordingly. Likewise, poor customer support was pointed out by 39.3%. Issues like technical hitches or restricted features which out rightly hinder the effective use of the sites/ apps were cited by 77% of the users interviewed. To conclude, the chart points to the areas that require attention for Mutual Trust Bank to deliver excellent user experience by enhancing Security, Customer Support and e-Banking services to address customer needs.

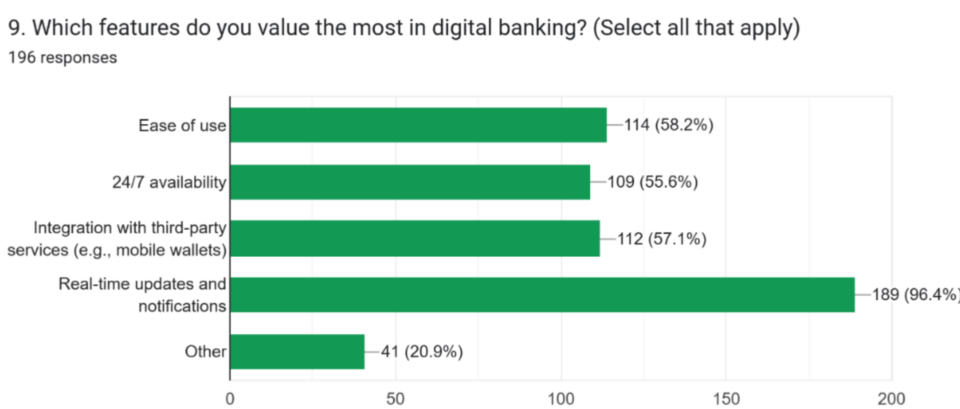

Figure 9: feature valued most

The pearl matrix demonstrates the specific aspects that users see as most important for digital banking. The primary ranked criteria are ease of use – 58.2% of the respondents stated it as the primary feature, followed by 24/7 availability – 55.6% of the users marked it. 53.9% of users require integration with third-party applications such mobile wallets. Time-sensitive notifications and updates are preferred by 96.4% of the samples. Some of the other features that have been identified but are not prominent include, mobile check deposit, biometric, and budgets. Lastly, the insights clearly show that for the customers of digital banking, clear and user-friendly interface, as well as the possibility of integration with other services are the most valuable.

3.3.3 Analyze Customer Demographics and Preferences in Digital Banking Adoption

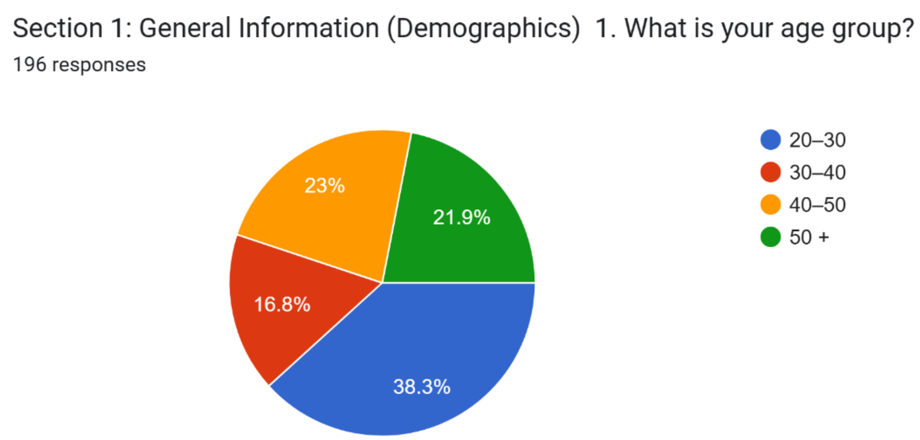

Figure 10: Age Group

The pie chart shows the age demographics of 196 survey participants. The largest age group, with 38.3, % of participants, ranges between 20 and 30 years; thus, there is a considerable representation of the young population. The second largest sector of the participants is 50+ years old – the results of such query indicate fairly active Participation of elderly people. 21.9% of the respondents fall in the age bracket of 30-40 years tapping a good sample of mid-career employees. The last group has the lowest result; only 16.8% of respondents are 40-50 years old. This array of age distribution is desirable as it is possible to get a cross-sectional perspective from different generations for the study. The high population increase across different age groups enhances the richness of survey data both in terms of analysis as well as interpretation cross generations.

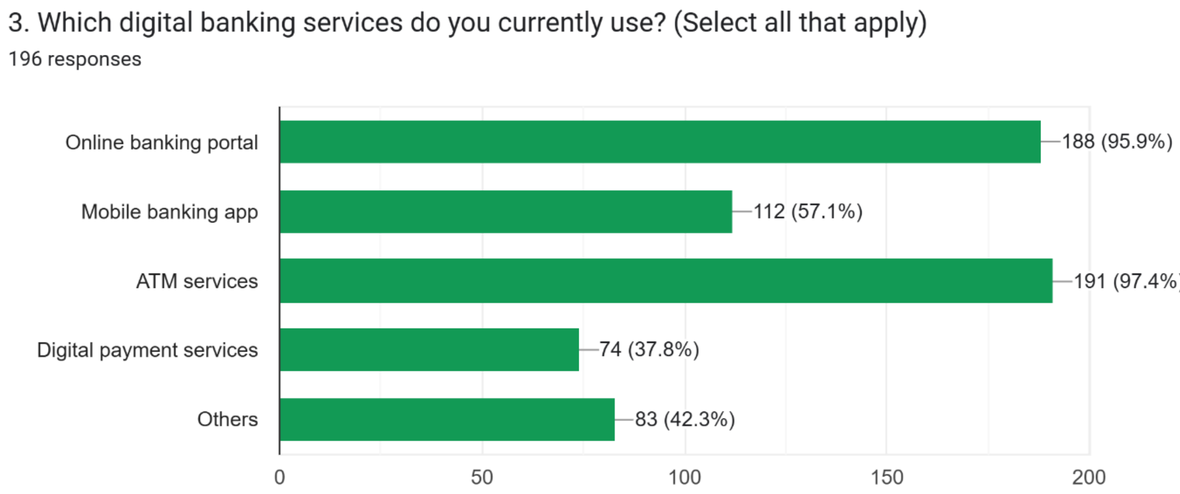

Figure 11: Digital Banking service feature

The bar chart shows the usage of different digital banking services among the 196 respondents of the survey. ATM services were reported as most used with 97.4 % of the participants, this is followed by online banking portals which was reported by 95.9% of the participants. Other financial services being used are Mobile banking apps, with 57.1% of the respondents reported that they use this service. More specifically, 37.8% of participants confirmed to use digital payment service, mobile wallet in which case their level usage was described as moderate, while 42.3% revealed other other unidentified online service banking services. It may be targeted at improving the specific options of the mobile application and the provision of digital payments.

3.3.4: Impact of Digital Banking Adoption on Customer Satisfaction

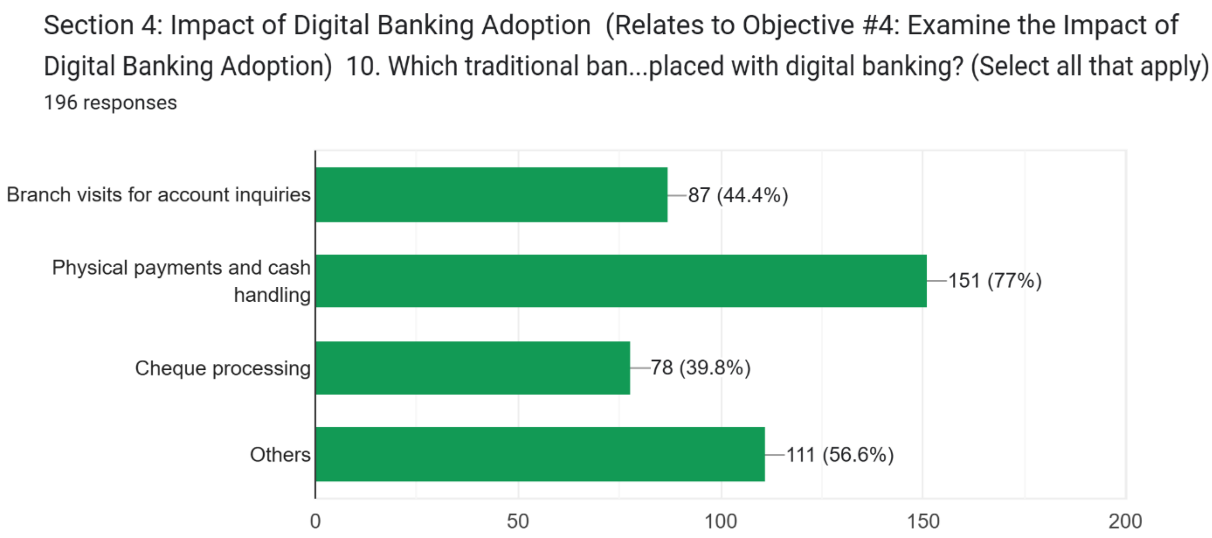

Figure 12: Impact of Digital Banking Adoption

This bar chart shows the traditional banking services that 196 respondents have shifted to take up digital banking. The largest portion of respondents, 77%, use other forms of nonphysical payments and avoid using cash. They have also substituted other the following traditional banking facilities by 56.6% with online services. More specifically, a third of consumers have decreased branch attendance for account information purposes by 44.4%, and cheque processing has been eliminated by 39.8%. Based on these findings it can be ascertained that digital banking has made changes to several areas of traditional banking service delivery with strong incline towards digital solutions in payments, cash management, and inquiry.

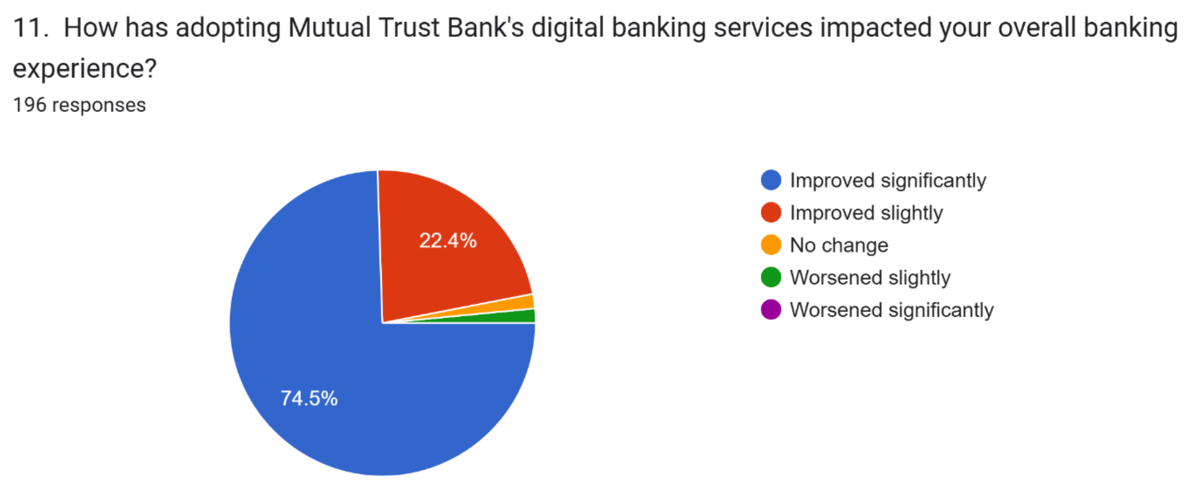

Figure 13: Impact of Overall Banking Experience

The above pie chart shows the influence of employing digital banking services by Mutual trust bank on 196 respondents banking transformation. Thus, another big part of the respondents, 74.5%, stated they experienced a major boost as an outcome of implementing digital banking services. Unchanged in a way and there was an improvement but only a slight 22.4% said so. Consequently, a meager 2.1% stated that their experience changed minimally, worsened or significantly worsened. From these results the researcher concludes that the digital banking services offered by mutual trust bank have greatly improved on the overall experience of the banking services.

Summary and Conclusion

The study set out to assess customer satisfaction in the MTB's adoption of digital banking services in terms of utilization patterns, satisfaction indicators, and service gaps. The study shows that the services of digital banking have entered the profiles of modern banking, as 58,7% of customers in the given sample actively use them daily. This study means a high predisposition towards the use of technology platforms in matters relating to banking.

By employing the quantitative and qualitative research approach the study establishes factors that affect customer satisfaction. Especially improved usability, the availability of the program anytime and anyplace, and the great compatibility with other software improve the satisfaction level. On the other hand, problems like difficulty to navigate, bug presence or the lack of access to customer service fall from positive attributes.

The research also finds out that MTB's embrace of digital banking has brought out desirable improvements in banking services. Among its benefits, it is possible to name fewer branches for customers to visit and vice versa, more comfort with 77% of participants who switched from traditional banking to digital payments. This shift illustrates the increased importance that customers ascribe to digital novelties in banking.

Nevertheless, the research also revealed some of the aspects that deserve attention in the future, for instance, the need to work on increasing usability and developing better security features of the presented application. These issues should be tackled in order to let MTB improve the experiences and satisfaction of their customers even more.

To conclude, the resistance to change in digital banking services provision has enhanced customer satisfaction and loyalty to MTB. In this way, MTB can enforce its position as a client-oriented and a pioneer service provider of digital services by enhancing, encoding, and delivering secure, economical, and comprehensible services in parallel to the potential customer's expectations.

Recommendation

- Enhance Digital Banking Platform: Optimize app flow, address the issues that undermine the functionality of the app, and provide appropriate experiences to customers.
- Strengthen Security Features: Introduce safer customer protection mechanisms such as the use of fingerprints and Facecares, besides using encryption to protect customer data.
- Expand Customer Support: it is crucial to coordinate a round-the-clock customer support service where speeds up the process of attending customers' complaints.
- Promote Financial Literacy: Purchase and air programs aimed at creating a realization of what digital banking entails and how its products could be tapped.
- Introduce Personalized Services: Use data analysis to provide financial services outside normal standards because customer needs are different.

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Appendix

Assessing the Impact of Digital Banking Adoption on Customer Satisfaction at Mutual Trust Bank Ltd

* Indicates required question

1. **Section 1: General Information (Demographics)** *

   1. What is your age group?

   Mark only one oval.

   - ◯ 20–30
   - ◯ 30–40
   - ◯ 40–50
   - ◯ 50 +

2. **2. What is your monthly income range?** *

   Mark only one oval.

   - ◯ Below BDT 20,000
   - ◯ BDT 20,001–50,000
   - ◯ BDT 50,001–100,000
   - ◯ Above BDT 100,000

3. **3. Which digital banking services do you currently use?**
(Select all that apply)

Check all that apply.

- [ ] Online banking portal
- [ ] Mobile banking app
- [ ] ATM services
- [ ] Digital payment services
- [ ] Others

4. **Section 2: Overall Satisfaction with Digital Banking**

(Relates to Objective #1: Evaluate Overall Customer Satisfaction Levels)

4. How often do you use digital banking services?

Mark only one oval.

- ( ) Daily
- ( ) Weekly
- ( ) Monthly
- ( ) Rarely

5. **5. How would you rate your overall satisfaction with Mutual Trust Bank's digital banking services?**

Mark only one oval.

	1	2	3	4	5	
Very	( )	( )	( )	( )	( )	Very Satisfied

6. **6. How likely are you to recommend Mutual Trust Bank's digital banking services to others?**

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Very Likely

7. **Section 3: Key Factors Influencing Satisfaction**

(Relates to Objective #2: Identify Key Factors Influencing Satisfaction)

7. How would you rate the following aspects of Mutual Trust Bank's digital banking services?

(Scale: 1 = Very Poor to 5 = Excellent)

Mark only one oval.

	1	2	3	4	5	
Very	◯	◯	◯	◯	◯	Excellent

8. **8. What challenges have you faced while using Mutual Trust Bank's digital banking services?**

(Select all that apply)

Check all that apply.

- ☐ Difficulty navigating the app/website
- ☐ Transaction delays
- ☐ Lack of security or trust
- ☐ Poor customer support
- ☐ Other

9. **9. Which features do you value the most in digital banking?**
(Select all that apply)

Check all that apply.

- [ ] Ease of use
- [ ] 24/7 availability
- [ ] Integration with third-party services (e.g., mobile wallets)
- [ ] Real-time updates and notifications
- [ ] Other

10. **Section 4: Impact of Digital Banking Adoption**

(Relates to Objective #4: Examine the Impact of Digital Banking Adoption)

10. Which traditional banking services have you replaced with digital banking?
(Select all that apply)

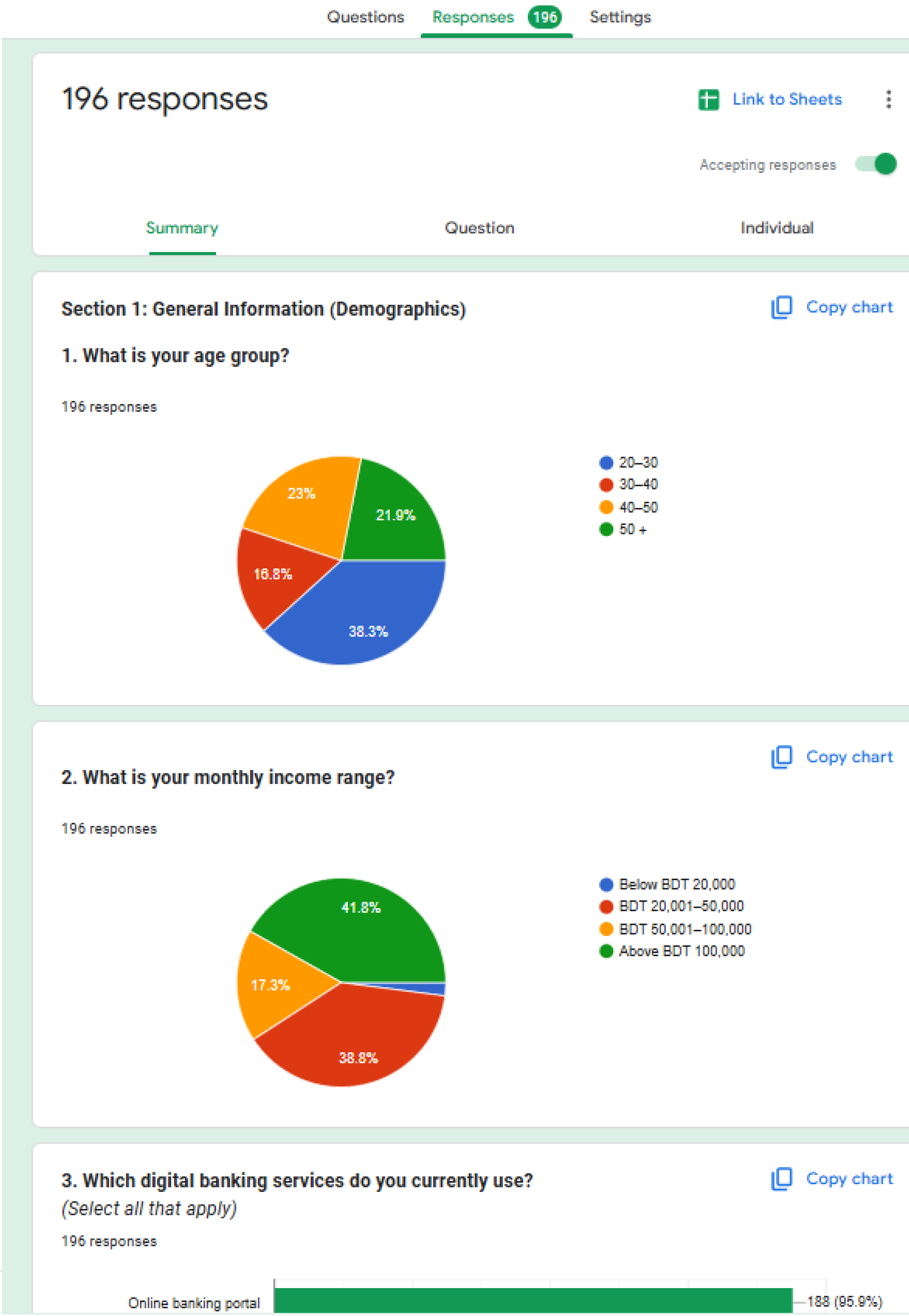
Check all that apply.

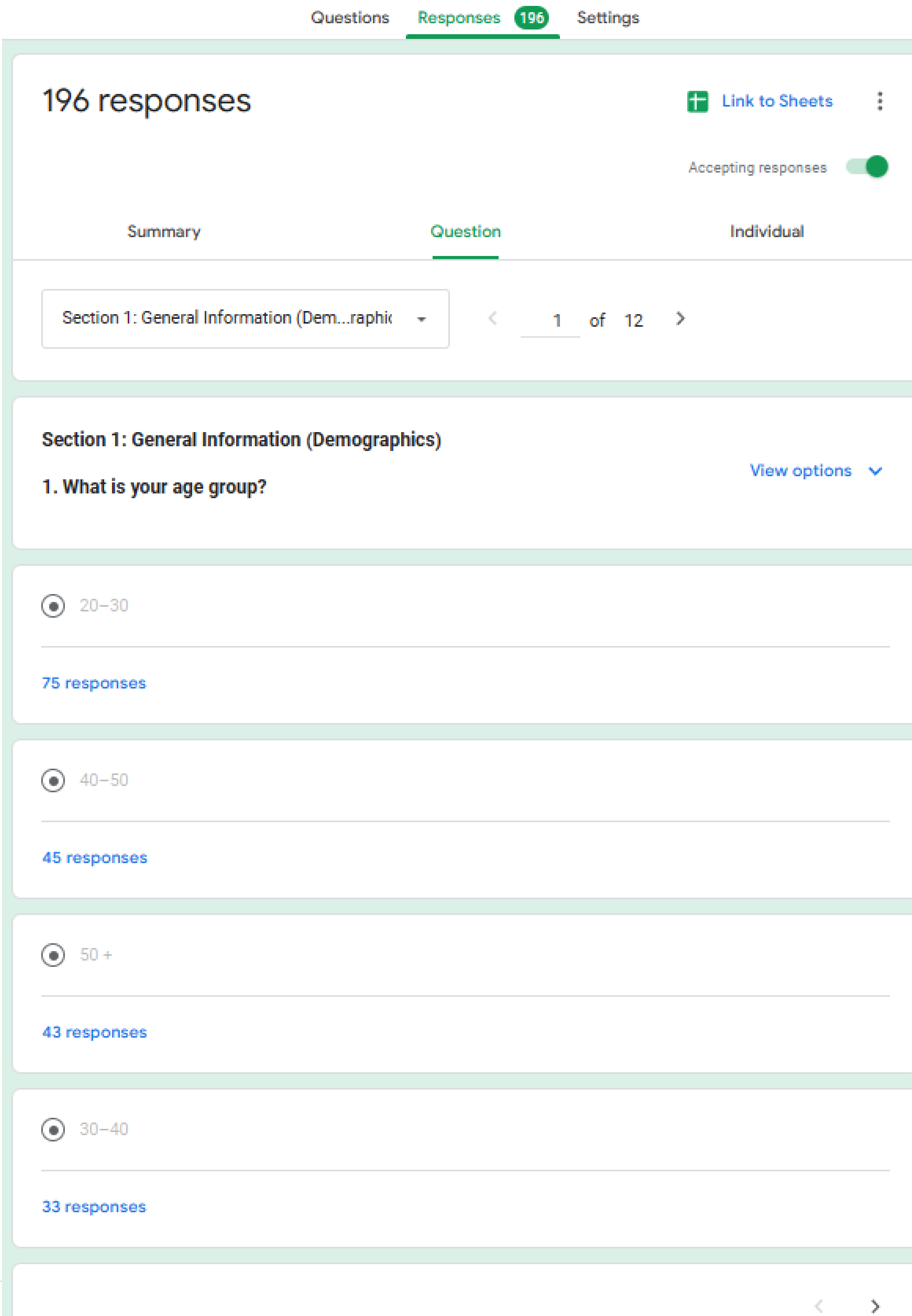
- [ ] Branch visits for account inquiries
- [ ] Physical payments and cash handling
- [ ] Cheque processing
- [ ] Others

11. **11. How has adopting Mutual Trust Bank's digital banking services impacted your overall banking experience?**

Mark only one oval.

- ( ) Improved significantly
- ( ) Improved slightly
- ( ) No change
- ( ) Worsened slightly
- ( ) Worsened significantly


Questions
Responses 196
Settings
196 responses
Link to Sheets
Accepting responses
Summary
Question
Individual
Section 1: General Information (Demographics)
Copy chart
1. What is your age group?
196 responses
23%
21.9%
16.8%
38.3%
20–30
30–40
40–50
50 +
Copy chart
2. What is your monthly income range?
196 responses
41.8%
17.3%
38.8%
Below BDT 20,000
BDT 20,001–50,000
BDT 50,001–100,000
Above BDT 100,000
3. Which digital banking services do you currently use?
(Select all that apply)
Copy chart
196 responses
Online banking portal
188 (95.9%)


Questions
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12
Section 1: General Information (Demographics)
1. What is your age group?
View options
20–30
75 responses
40–50
45 responses
50 +
43 responses
30–40
33 responses