

Cost benefit Analysis of Agent Banking for Banks & Agents



Internship Organization

City Agent Bank

Prepared By

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Submitted in Partial Fulfillment of the Requirements for the Degree Bachelor of Business Administration





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Letter of Transmittal

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Subject: Submission of Internship Report

City Bank Agent Banking

Dear Sir,

I am pleased to submit my internship report titled “**Cost–Benefit Analysis of Agent Banking for Banks and Agents**”, prepared as a partial requirement for the completion of my Bachelor of Business Administration (BBA) program. The report is based on my internship experience at **City Bank Agent Banking**.

The purpose of this report is to analyze the cost and benefit structure of agent banking from the perspectives of both banks and agents, and to understand how this model supports operational efficiency and financial inclusion. While preparing this report, I have applied the theoretical knowledge gained during my academic studies along with practical experience from my internship.

I sincerely hope that this report meets your expectations. I kindly request you to accept this report and provide your valuable feedback and suggestions.

Thank you for your cooperation and guidance.

Sincerely,

Saadman Mohammad Khan

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Acknowledgement

I would like to express my sincere gratitude to all those who supported me in the successful completion of my internship report titled “**Cost–Benefit Analysis of Agent Banking for Banks and Agents.**”

First and foremost, I am grateful to **Almighty Allah** for granting me the patience, strength, and determination to complete this report within the given timeframe.

I would like to sincerely thank my internship supervisor and the officials of **City Bank Agent Banking** for their valuable guidance, cooperation, and continuous support throughout my internship period. Their insights and practical knowledge greatly contributed to my understanding of agent banking operations and its cost–benefit aspects.

I am also thankful to the agents and employees who generously shared their time, experiences, and information, which were essential for preparing this report. Their cooperation helped me gain practical exposure to the real-world functioning of agent banking in Bangladesh.

Lastly, I would like to express my heartfelt appreciation to my teachers, friends, and family for their encouragement and support throughout my undergraduate journey at **ULAB**. Despite my limited experience, I have made a sincere effort to prepare this report in a meaningful and insightful manner, and I hope it reflects both my learning and dedication.

TABLE OF CONTENTS

PART- A

Chapter One: Internship Preparation.....	1
1.1 Motivation and Expectations.....	1
1.2 Internship Search Process.....	1
1.3 Internship Interview Experience.....	2
1.4 About the Organization.....	2
1.4.1 Mission.....	2
1.4.2 Vision.....	2
1.4.3 commitments.....	2
Chapter Two: About the Internship.....	4
2.1 Activites of the department.....	4
2.2 Work environmmment.....	4
2.3 Duties and responsibilities as an intern.....	4
2.4 Application of educational learning with internship.....	4
Chapter Three: Self-Reflection.....	
3.1 Feedback on Internship.....	6
3.2 How could I do better as the organization could utilize me better.....	6
3.3 Recommendation.....	7
3.4 Functional Improvement.....	7

Chapter Four:

Personal Development Plan.....	8
4.1 Interpersonal skills.....	8
4.2 Technical and interpersonal skills.....	8

PART- B

Executive Summary.....	10
Chapter One:	

Introduction

1.1 Research Title.....	11
1.2 Research Objective.....	11
1.3 Background of the Study.....	11
1.4 Research Questions.....	12

Chapter Two:

Methodology.....	13
2.1 Type of Research.....	13
2.2 Research Design.....	13
2.3 Sampling.....	13
2.4 Data Collection Method.....	14
2.5 Data Analysis.....	14

Chapter Three:

Findings and Discussion.....	16
3.1 Findings from banks.....	16
3.2 Findings from agents	17
3.3 Comparative Discussion.....	17

Chapter Four

: Recommendations.....	19
Immediate (Week 1–2).....	
Ongoing (Throughout Internship).....	
End of Internship (Final Month).....	

Chapter Five:

Conclusion.....	20
References.....	
Appendix:.....	
Internship Proposal Form.....	
Letter of Appointment.....	
Turnitin Report.....	

Part A

Chapter 1: Internship Preparation

1.1 Motivation and what I expect to learn from this internship

My main motivation for choosing an internship in agent banking was to gain real-world experience in the banking sector and strengthen my understanding of customer service, account operations, and financial products. I have always been interested in banking-related roles, and I wanted to learn how frontline banking services work, especially in remote and agent banking channels.

Through this internship, I expected to learn how accounts are opened, how customer verification is done, how cash transactions are maintained, and how daily banking operations are performed. I also expected to improve my communication skills, problem-solving skills, and ability to work under pressure in a fast-paced financial environment.

1.2 Internship search process.

It was not that difficult for me to search internship in bank for me. As I already had experience in bank as I worked in bank as a part time during my undergrad. At the time of covid I used to work with city agent bank in zigatola when my classes were going online. At that time, I got the opportunity to work as a part time, I thought it will be a huge and great opportunity for me to develop my skills in banks and also gain some practical experience in banking sector so that in future after completing my studies I can use my experience to land in jobs. During my part time in that bank my performance was good and my dedication towards my work was eye catching to them. After the part time contract ended they suggested me to apply after I complete my studies.

It was an easy way for me to get into agent bank as an internship as I already worked with them and also due to my past work and dedication they allowed me to join as an intern with them. But I had to go with 2 interviews with them. One with the branch supervisor and other with the head office hr. I successfully passed the interview and after that they offer me the internship. The whole process took almost 15 working days and after that I joined at their zigatola branch which I already had worked as a part time during my undergrad.

1.3 Internship interview experience

The experience was good I was tensed at first. I was worried about the questions they will ask me but the interview was very much easy going. They asked me about the previous work I have done that I mentioned in my resume, they also wanted to know about myself, my future plans, skills and expertise, my area of interest. I answered those very nicely and smartly. It was short 15 minutes' interview in both cases. The they took a test like analytical assessment which I succeed. After that I joined the company.

1.4 About the organization

City agent banking started their operation in Bangladesh in 2017. The zigatola branch started their operation in 2018. The main reason for agent banks was to give more customer service experience and making banking service more flexible and more less. The agent bank branch in zigatola is small in size compare to branches, operating it in total of 6 people including me. They provide all types of service like main banks but they are more flexible and more customer centric compare to main branches. They can focus in more customer services as they don't have that much and also pressures like branches.

1.4.1 Mission:

The City Agent Bank, Zigatola Branch, is committed to offering dependable, easy-to-reach, and customer-centered banking services to the local community. Our main aim to help people with more easy banking, reduce hassses, safe banking and more accessible to the customers. Also giving customer better service and easy banking.

1.4.2 Vision:

The vision of the City Agent Bank, Zigatola Branch, is to become the most trusted and customer-focused agent banking outlet in the community by providing convenient, innovative, and inclusive financial services. The branch aims to set a benchmark in service quality, digital adoption, and community engagement, contributing to the long-term growth and financial empowerment to the customers.

1.4.3 Commitments

The City Agent Bank, Zigatola Branch, is committed to:

- Providing fast, reliable, and customer-focused services to ensure a smooth banking experience for every client.
- Maintaining transparency and integrity in all financial transactions and customer interactions.
- Ensuring financial inclusion by bringing essential banking services closer to underserved and remote community members.
- Promoting secure banking practices through strict adherence to regulatory guidelines and proper KYC verification.
- Building long-term relationships with customers by understanding their needs and offering personalized support.
- Encouraging a culture of professionalism and continuous improvement among staff to enhance service delivery.
- Supporting community growth by helping individuals and small businesses access financial services easily.

Chapter 2: About The Internship

2.1 Activities of the department

During my internship with it agent bank I was given task to handle customers and also cash. This let me know the entire banking sector information's and also learn things related to banks.

2.2 Work environment

The work environment in the organization is very much friendly and cooperative. Seniors are very friendly and helpful. Their approach to customers and also new customers are very friendly and professional. If I get stuck in any of my work, I get help from them. Sometimes if I do any mistakes they correct me and fill me with enough information's so that I don't make mistakes and dot get stuck doing my task. Overall it's a very nice and friendly work environment inside the bank. There's been meeting in every week asking all the interns how everyone is coping with the organization, how is the work culture and everyone around are we feeling comfortable or not and is they need to change in anything inside the organization. They care a lot for the interns and also keeps a positive vibe inside the office.

2.3 Duties and responsibilities as an intern

My duties are to handle walk in customers, provide them services need and help them to understand the right service for them. Like helping them in account openings like FDR, savings and current account, rights credit or debit card for them. If they need any other information's or services or need help in any other transactions help them. Also I have to handle cash. If someone wants to deposit or withdraws cash from bank, I help them with that and also calculates the transactions that happens in a day.

2.4 Application of educational learning with Internship

My academic background in business and marketing played a significant role in helping me adapt to the operations of agent banking. The internship allowed me to apply various concepts learned in my coursework to real banking situations.

Firstly, the communication skills gained through business communication classes were directly applied when interacting with customers, explaining banking products, and resolving their queries. Understanding consumer behavior also helped me identify customer needs and provide appropriate banking solutions.

Additionally, subjects like Principles of Marketing and Service Marketing helped me understand the importance of customer satisfaction, relationship-building, and professional service delivery—key components of agent banking.

From courses on business operations and management, I applied my knowledge of organizational structure, workflow management, and teamwork. These concepts helped me understand how an agent bank functions, how responsibilities are divided, and how to maintain smooth daily operations.

Chapter 3: Self-Reflection

3.1 Feedback on Internship

I learned many things while working with agent bank during my internship. It helped me with communication which is very much important in corporate world. It's the most important soft skills for the people who will be working in corporate worlds. As it's said communication is the key. It improved my communication skills and also helped me learn how to deal with all types of customers. This internship helped me learn so many things. How to react under pressure, how to handle customers, how to sell anything.

I also faced many challenges in my internship like I did mistakes, sometimes some things were too much difficult for me to understand that I almost messed up but thanks to seniors to help me out to sort things out. Sometimes some responsibilities looked like hectic. I sometimes had to do overtime due to too much work pressure. But all these things helped me learn how to solve things easily and calmly.

3.2 How could I do better and the Organization could utilize me better

To enhance my performance and better contribute to the organization, I aim to continually request feedback from mentors and colleagues to identify areas for improvement and implement constructive suggestions. Participating in ongoing learning and professional development opportunities will enable me to broaden my skill set while remaining current on industry trends and best practices. Improving my time management skills will allow me to balance multiple responsibilities and meet deadlines more efficiently, while open and proactive communication with team members will ensure alignment on goals, priorities, and project updates.

To better utilize me organization can give roles and responsibilities to handle and do work no matter how hard or difficult the work is. Mistakes make a person perfect, making mistakes and learning I can do the work in a very efficient way. Recognizing and rewarding achievements and contributions, as well as providing opportunities for growth and advancement within the organization, would all help me to fully realize my potential.

3.3 Recommendation

By adopting these creative processes, the organization can create a dynamic and exciting workplace that encourages employees to thrive, innovate, and contribute to excellence. Also, it would be much great if the work pressure for the interns a bit low, but I think in banks the pressure is high compare to other organizations.

3.4 Functional Improvement

The functional improvement might be augmented by motivating the employees and interns to work in the domains of various departments and differing roles and responsibilities. The experience at City Bank as an intern exposed me to various operations of the bank including the agent banking, the customer support division and a general sales experience, which made me realize how the various departments liaise with one another to guarantee banking services run smoothly.

The organization can achieve this by moving interns or junior employees between departments on a temporary basis to enable them to get a wider perspective of banking operations and enhance their problem solving skills as well as educate them on cross functional knowledge. The practice also enhances flexibility and collaboration since employees gain knowledge of the issues and duties of other departments.

This functional flexibility does not only serve the development of the individual skills but can also lead to the general efficiency of the organization as the multi-departmental employees are able to assist operations more in situations where necessary.

Chapter 4: Personal Development Plan

4.1 Interpersonal Skills

During my internship I developed many interpersonal skills like my communication got better, now I can talk and handle customers more freely and confidently. My critical thinking skills improved significantly. Public speaking is main skills in sales and marketing which drastically improved during my internship, one need to talk and [resent if they can't proper present their work or showcase the product to his/her targeted customers then they will not succeed. I was lacking in those but this internship helped me to improve in these major skills which is important in day to day corporate life.

4.2. Development of Technical and Interpersonal Skills

My internship experience in City Bank Agent Banking made me understand that technical knowledge is not enough to analyze and comprehend the cost-benefit dynamics of agent banking to both the bank and the agent. The real-life experience obtained during this internship also enabled me to determine my current strengths and the areas that have to be further refined to achieve a certain level of competence in the banking and financial services field with an eye to becoming an effective professional.

Technical Skills to Develop Understanding Agent Banking Operations and Cost Structures:

Through my internship, I gained basic knowledge of how agent banking operates, including transaction processing, commission structures, liquidity management, and operational expenses. However, I aim to further develop my understanding of cost components such as agent commissions, technology costs, cash handling expenses, and infrastructure costs. Strengthening this knowledge will help me better analyze how agent banking reduces operational costs for banks compared to traditional branches.

Analysis and Financial Reporting Skills:

When working with records of daily transactions and general performance data of agents, I had acquired a fundamental knowledge of data handling. Next time, I intend to improve my expertise in Excel and financial analysis, and data visualization tools to analyze the transaction volumes, revenue generation and profitability of the two banks and agents. The skills will contribute to evidence-based cost-benefit analysis and decision-making.

Digital Banking and Technology Awareness:

The concept of agent banking is very dependent on digital platforms, mobile applications, and core banking systems. I want to enhance my technical knowledge on these systems especially how technology would lead to cost efficiency, speed in service delivery and inclusion in finances. Better understanding of digital banking solutions will assist me in determining the positive and technological difficulties associated with the agent banking process.

Interpersonal Skills to Develop

Communication with Agents and Customers:

My experience with the agents and customers allowed me to learn the role of effective communication as the foundation of trust and a successful transaction. I will also consider enhancing my communication skills to clarify the banking services, address the concerns of customers, and coordinate with the agents to directly affect customer satisfaction and performance among the agents.

Relationship Management and Problem-Solving:

Agent banking requires strong relationships between banks and agents. During my internship, I observed how timely support, training, and guidance help agents perform better. I aim to strengthen my interpersonal and problem-solving skills to handle operational issues efficiently and maintain positive long-term relationships with agents.

PART – B

Executive Summary

This qualitative research paper focuses at the cost benefit relationship in agent banking in Bangladesh, and how agent banking provides value to the banks as well as to the field level agents. The study assesses the operational costs, source of revenue, the customer acquisition advantages, the technological issues and sustainability in the long run by the use of semi-structured interviews involving 10 respondents (5 bank officials and 5 agents).

The results show that banks gain access to fewer costs of establishing new branches, greater rural and urban coverage, greater deposits, and greater financial inclusion. Commissions, reputation of a business in the community, diversifying business and increasing earnings steadily are advantages of agents. However, there are some issues of imbalanced structures of the commission, system downtime and lack of sufficient marketing support in certain regions.

The paper concludes that agent banking is an economical, win-win model which plays a significant role in supporting financial inclusion in Bangladesh. One of the recommendations is to standardize the commission structure, enhance the usability of the apps (such as City touch/ other MFS portals), and expand the digital infrastructure to minimize downtimes. The support system between banks and agents can be further improved in a more structured manner, which may increase sustainability and profitability.

Chapter One: Introduction

1.1 Research Title

“Cost–Benefit Analysis of Agent Banking for Banks and Agents in Bangladesh”

1.2 Research Objective

The main aim of the research is to examine the value of agent banking both to the banks and to the agents in terms of finances and operations. Rural banking access has been transformed by agent banking in Bangladesh that has not been studied in qualitative terms, in terms of its economic contribution to the two primary stakeholders, namely the banks and the agent. The specific objectives are to:

- Examine the cost advantages banks gain by adopting the agent banking model.
- Explore the financial and non-financial benefits agents experience from their partnership with banks.
- Provide insights into how agent banking can be optimized to maximize profitability, efficiency, and financial inclusion.

This study aims to contribute to both banking operations and development finance literature, while offering real-world implications for policymakers and bank decision-makers.

1.3 Background of the Study

One of the most rapidly expanding financial institution in Bangladesh is agent banking, which is tends to provide banking services through authorized agents rather than branches. Bangladesh bank in 2013 formed agent banks in Bangladesh and since then it has been taking the shape of becoming and trusted banking service provider to its customers and users. The licensed agents that are used by the banks usually include business owners of the community who are used to handle the needs of their clients like cash deposits, withdrawals, loan applications, utility bills payments, and the opening of their accounts and all the other banking requirements.

The model helps banks reduce setup costs, expansion of their branches in the form of agent banks, and serve to more customers who never used banking services. For agents, this creates an additional income opportunity and enhances their social reputation.

However, there are several challenges:

- Commission rates vary between banks.
- System downtime affects service quality.
- Agents have some restrictions in providing some services.
- Marketing support is limited in some rural and urban areas.

A cost–benefit analysis helps understand whether the financial returns justify the operational challenges. It also clarifies how both banks and agents experience profitability, efficiency, and sustainability in this growing model.

1.4 Research Questions

1. What are the operational costs banks save through agent banking?
2. How much financial benefit (commissions, customer volume, transactions) do agents receive?
3. What challenges do agents face while operating agent banking services?
4. How satisfied are agents with commission structures?
5. What non-financial benefits (reputation, community trust, customer loyalty) do agents gain?
6. How sustainable is agent banking for the future?

These questions help compare experiences across different banks and agents, offering a holistic view of cost and benefit.

Chapter Two: Methodology

2.1 Type of Research

This study follows a **qualitative exploratory and descriptive research approach**.

The interpretations of the experiences behind the scenes of bank officers and agents in economic and operational practice are done through the exploratory method. Descriptive techniques can be used to describe repetitive trends in the profitability, workload and efficiency.

2.2 Research Design

To collect information a qualitative design was followed where semi-structured interviews were used. Part of the data is also collected via the use of Google Forms to access participants who are not able to appear to a meeting/interview. The given approach enables participants to narrate their experience, financial performance, and difficulties, which develops a deeper perception of the cost-benefit factors.

2.3 Sampling

Purposive sampling was used to select participants.

Participants:

- **5 Bank Officials** (Agent Banking Division, Branch Managers, Field Officers)
- **5 Agents** (From different banks such as City Bank, BRAC Bank, Dutch Bangla Bank, EBL, UCB)

This mix provides a balanced perspective from both sides of the model.

Table 1: List of Participants

Participant	Organization	Role
Towkir Rahman	City Bank Agent	Sales Associate / Agent Banking Support
Anjum Akib Nijhum	BRAC Bank Agent	General Banking
Azwad Jahan	Dutch-Bangla Bank Agent	Sales Associate

Participant	Organization	Role
Rafiul Alam	Eastern Bank Ltd (EBL) Agent	Customer Service & Transactions
Shahadat Hossain	United Commercial Bank (UCB) Agent	Deposit & Withdrawal Operations
Sadman Bin Ibrahim	City Bank	Branch Manager (Agent Banking)
Towfik Islam	BRAC Bank	Field Officer
Renoy Zakir	Dutch-Bangla Bank	Agent Banking Division
Ahsan Kabir	Eastern Bank Ltd (EBL)	Agent Banking Supervisor
Mahmudul Hasan	United Commercial Bank (UCB)	Regional Agent Banking Officer

2.4 Data Collection Method

Data was collected through semi-structured meetings (interviews) based on the 6 research questions. Interview themes included costs, earnings, challenges, and operational benefits.

2.5 Data Analysis

Data was analyzed using thematic analysis.

Five major themes were identified:

1. Cost savings for banks

2. Earnings and commissions for agents
3. Operational challenges
4. Long-term sustainability and customer growth
5. Satisfaction of commissions.

Comparisons were drawn to highlight similarities and differences across organizations.

Theme	Sub-themes	Examples / Observations (Based on Your Findings)
Operational Efficiency	Transaction Speed, Cost Reduction	Agent banking enables faster transactions compared to traditional branches. Banks save significantly because they do not need to build or maintain physical branches, resulting in lower operational costs.
Income & Profitability for Agents	Commission Earnings, Customer Volume	Agents reported steady growth in commission-based income. A agents earns a wholesome amount of commissions.
Customer Satisfaction	Service Quality, Trust, Convenience	Customers are mostly satisfied due to friendly service, shorter waiting times, and the nearby location of agent outlets. Some customers suggest improvements in quicker issue resolution for disputes.
Financial Inclusion Impact	Access for Rural Customers, First-Time Users	Agent banking offers financial access to rural and semi-urban populations where full bank branches are not available. Many first-time users opened accounts through agent outlets, showing positive inclusion impact.
Comparative Insights	Branch vs. Agent Banking Differences	Customers noted that branches feel more formal but take longer, while agent banking is faster and more flexible. Agents also shared that commissions from agent banking provide higher and more consistent earnings compared to running a regular shop alone.

Chapter Three: Findings and Discussion

3.1 Findings from Banks

The results of the bank officials show that agent banking greatly minimizes the costs of operation and also enables the banks to access more customers. Among the most significant opportunities, it is worth mentioning the decrease in the cost of creating new service points. In comparison to a full branch that has high setup costs and needs a lot of paperwork to be approved by the Bangladesh Bank, agent banking points are cheap to set. As an example, **Sadman Bin Ibrahim**, a city bank officer, said, opening a branch is a crore expense. The comparison is that one agent point costs nearly nothing in comparison, but provides the same volume of customer in rural and urban regions. Moreover, agent banking uses very less employees to run the business as compared to the traditional branches where more than 30+ employees might be required to staff the various departments. The operating expenses, including the utilities and maintenance are also significantly reduced due to the fact that the agent points are smaller and are simpler in their design. The banks have claimed that; through agent banking, banks acquire customers with a higher pace because agents have the opportunity to give customers personalized and quick services, which create trust and customer satisfaction more effectively than the branches of the banks.

Concerning business growth, bank executives pointed out that agent banking leads to growth in deposits especially when it comes to rural depositors. Rural people have the tradition of keeping their money in their home or outside the formal banking systems and therefore government and financial institutions find it hard to trace the economic activity. The agent banking will make these individuals have confidence in formal banking with the resultant increase of deposits and more people getting access to financial services. There was also an improvement in the banks in terms of loan distribution, both in the rural and urban regions, in terms of SME loans and also in terms of remittance inflows. These results match the financial inclusion theory, which says that when access to banking is easier, customers are more likely to use banking services and take part in the system. However, there are some operational issues being experienced by banks such as shortages of cash at peak hours, sometimes system failures due to which customers are frustrated and sometimes arguments over commissions being given to agents. Irrespective of all these, agent banking is viewed by banks with overwhelming profitability and efficiency as a means that it can use to increase its reach.

Also bank officials said it is more easy for agent banks to acquire customers compare to branches as agent bank can provide more benefits to customers and they are more close to customers as they can target the

niche. Thus it increases customer base, increases customer's satisfaction and trust, thus more customer signups.

3.2 Findings from Agents

On the part of the agents, agent banking has high financial benefits. The majority of the agents stated that they earned between 150,000 and 250,000 BDT per month and more than that, based on agent's factors like transaction volume, customer numbers and bank commission structure. One of the agents said, City Bank provides one of the best commission structures. They are also very helpful in terms of motivating agents as they offer numerous other advantages, which are significant. In addition to monetary rewards, the agents have highlighted various non-financial incentives such as gaining increased reputation in the respective communities, establishing better relations with their customers, gaining trust among villagers and the capacity to bring more people to their core business.

Nevertheless, there are also significant problems with agents. The regular complaints included commission variations, withdraw charge for those who don't have account in agent bank but in main branch, unavailable promotional material during peak times. One of the agents said, app jam hole customer ra criticize kore. But it is not our fault, which depicts the frustrations in operation of the agents because of the limitations of the systems. Also if a customer has an account in city bank branch but if they want to withdraws cash from agent bank in any bank they have to give a fee, this extra cost frustrates the customers and sometimes they are not happy and complains about the system. Banks like City Bank and BRAC bank have organized training and field visits, but the other banks have to depend on agents to acquire their knowledge by experience. Accuracy of service and customer satisfaction is directly related to quality of training, and that is why there is a need to implement consistent and extensive agent development programs.

Also a customer has a limit of cash withdrawal at agent banks as per savings account a customer can withdraw 3 lakhs per day and for current account its 4 lakhs per day. This might be an issue for a customer who needs more money than that for any purpose. They have to go branches or go to ATM if they need more extra money. **Anjum Akib Nijhum** from agent bank said "sometimes customers say why the banks has this limit"? "We need more money to withdraw for business purpose" a customer says. One of the customer who has business needs more transaction in a day. If it gets solved than it will be more helpful for everyone. Also a cheque is not accepted in agent banks. If someone gets cheque, they have to go to bank branches for withdraw.

3.3 Comparative Discussion

The way that the banks and the agents think, when we consider the long run, the two agree that it has big advantages but they have various problems to solve in their day-to-day work. In the case of banks, dealing with agents will enable them to expand more quickly without investing much money, collect a lot of money saved by people, access people in distant locations, enable more people access financial services, and remain ahead of their rivals. To the agents, the system provides them with additional money, allows them to develop an independent business, respect them more in the community, and allows them to offer more personalized services to their customers. Nevertheless, there remain the problems of both of these groups. Banks contain numerous problems with the system, they should check everything, and observe strict regulations. Instead, agents are not always satisfied with some rules that they follow when assisting customers and also struggle to cope with customers and they experience trouble when the technology malfunctions. Finally, the issues appear to be less significant than the positive aspects of such a system. According to the Two-Factor Theory created by Herzberg, we can observe that agents are encouraged by the good payment and the recognition, yet they might also become miserable in the case of numerous system issues and job-related stress, or the workload.

Chapter 4 Recommendations

To start with, banks should work on ensuring that their technology is reliable, particularly, enhancing the stability and speed of their banking apps and agent portals. Many of the most common problems reported by bank officials and agents were the system down that frequently led to the customer's frustration and slowed the transaction process. Additional capacity to the servers, faster running of applications, and provision of a special support line to the agents would reduce the number of interruptions. It would also enhance the quality of services provided and simplify the work of agents to easily deal with peak hours by making apps easier to use, having simpler interfaces, shorter login times, and fewer errors.

Second, commission plans ought to be more transparent and just and uniform to all banks. The research revealed that there exist large variations in commission rates and this left the agents dissatisfied as they frequently believed they were not receiving sufficient remuneration in what they are doing, at least during remuneration weeks or when customers are on a high flow. Banks ought to establish a minimum commission amount, include incentives on good performance and provide clear statements of commission on a monthly basis. This will assist in keeping the agents motivated, decrease the number of individuals quitting their jobs and can also strengthen the relationship between banks and agents.

Third, the banks are supposed to provide additional help in marketing and promotion. Most agents complained that they were receiving insufficient banners and posters as well as awareness promotions, and this will restrict their effectiveness in reaching the customers, especially in the countryside where not all people know the brand. The banks are supposed to equip the agents with new branding materials, hold local campaigns and collaborate with the community groups to go around advertising their services. The improved marketing assists in attracting new the customers, increase the number of transactions, and boosts the deposits and agent income.

Also, the banks are supposed to alter the additional fee imposed on the individuals holding account in the branches who wish to withdraw the money in the agent outlets. In case of no fee then it will be able to get more customers and they may be the future customer of the agent bank.

Lastly, the banks should increase the withdrawal amount from agent banks for both savings and current account which will reduce hassle for customers who need more money at that time.

Chapter 5 Conclusion

It has been found that agent banking is a highly cost-effective model that benefits both the banks and the agents and it further benefits financial inclusion in Bangladesh. its easy to agents to gain more customers by giving them extra services they needed as agents don't have that much restrictions compare to banks. It benefits both banks and agents as banks can be recognized in those areas where they couldn't set up their branches due to several issues.

Although these difficulties exist to some extent, such as system problems, and commissions, all in all, the banks and agents benefit significantly. Though some issues like as I have mentioned like withdraw amounts, chute related issues and other system issues might be a problem for agents.

In conclusion, agents bank is a huge success in banking industry. It has attracted more customers compare to main branches. Also, they have gained trust in customers in a very fast time. If agents bank and branches came together and work then it will be a huge success. +

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Appendix



INTERNSHIP PROPOSAL FORM

Name:	Saadman Mohammad Khan
ID:	203011027
Department:	BBA
Supervisor's Name (Faculty):	Minhaz Uddin Ahmed
Organization Name:	City Agent Bank
Internship Title:	Cost benefit Analysis of Agent Banking for Banks & Agents

Student's signature & date

Supervisor's signature & date



Secure Trade

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+88 01757-154112
fazalmohammadkhan016@gmail.com

Agent Banking Division

23/C, Dream World Tower Ground Floor Zigatola Dhaka

23rd September 2025

Subject: Appointment Letter for Internship

Dear Saadman Mohammad Khan

We are pleased to inform you that you have been selected as an **Intern as an Executive Officer** role in the **Agent Banking Division of City Bank Limited**. This internship opportunity has been granted to you as part of our commitment to nurturing young talent and providing practical exposure to the banking industry.

Your internship will commence on **28th September 2025** and continue until **28th December 2025**. During this period, you will be assigned to various activities within the Agent Banking operation. The Office time is 9:30am to 5:00pm, with a salary of 3k per month.

We believe this internship will provide you with valuable knowledge and experience that will support your academic and professional growth.

We welcome you to the City Bank family and look forward to your contribution during the internship period.

Sincerely,

Fazal Mohammad Khan

Secure Trade

Fazal Mohammad Khan
Proprietor

City Agent Bank Limited Zigatola

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Chapter 1: Internship Preparation

1.1 Motivation and what I expect to learn from this internship

My main motivation for choosing an internship in agent banking was to gain real-world experience in the banking sector and strengthen my understanding of customer service, account operations, and financial products. I have always been interested in banking-related roles, and I wanted to learn how frontline banking services work, especially in remote and agent banking channels.

Through this internship, I expected to learn how accounts are opened, how customer verification is done, how cash transactions are maintained, and how daily banking operations are performed. I also expected to improve my communication skills, problem-solving skills, and ability to work under pressure in a fast-paced financial environment.

1.2 Internship search process

It wasn't that difficult for me to search for internships in bank for me. As I already had experience in bank as I worked in bank as a part time during my undergrad. At the time of Covid I used to work with city agent bank in capital when my class was going online. At that time, I got the opportunity to work as a part time. I thought it will be a huge and great opportunity for me to develop my skills in bank and also gain some practical experience in banking sector so that in future after completing my studies I can use my experience to handle jobs. During my part time in that bank my job experience was good and my dedication towards my work was eye-catching to them. After the part time could not extend they suggested me to apply after I complete my studies.

It was an easy way for me to get into agent bank as an interning as I already worked with them and also due to my past work and dedication they allowed me to join as an intern with them. But I had to go with 3 interviews with them. One with the branch supervisor and other with the head office. I successfully passed the interviews and after that they offer me the internship. The whole process took about 21 working days and after that I joined at their regional branch which I already had worked as a part time during my undergrad.

1.3 Internship Interview experience

The experience was good I was tensed at first. I was worried about the questions they will ask me but the interview was very multi-stage going. They asked me about the previous work I have done that I mentioned in my resume. They also wanted to know about myself, my future plans, skills and expertise, my area of interest. I answered those very nicely and sincerely. It was about 20 minutes interview in both cases. After that I joined the company.