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Employee Satisfaction Level at Citi Bank and their (Employees) Perception of its (Citibank) Level of Performance

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CHAPTER 01

BACKGROUND OF THE SUBJECT/TOPIC & STATEMENT OF THE PROBLEM

INTRODUCTION:

Although Citibank is a bank of repute and there is no doubt that it is working effectively and is making best use of its distinctive competencies but the fact remains whether its employees perceive Citibank as the way it is normally perceived by others. More importantly is the employees' level of satisfaction desirable. The employees of any organization are of utmost importance. A proper measurement of Citibank's employees' level of satisfaction and its overall performance are two factors of prime importance. Following are some interesting and important facts about the organization chosen for research i.e. Citibank:

Citigroup has had a presence in Pakistan for the past 40 years. With over 40 years of experience in Pakistan, Citibank has been a pioneer in introducing new products and services that have been emulated across the financial services industry. Citibank provides a broad range of financial services to consumer and corporate customers in 101 countries globally. Consumer banking was launched in 1990, and today, their corporate and consumer customer base exceeds 300,000 individual accounts and businesses. Their 600 employees proudly serve their local communities every day, providing banking services and investment products to their valued customers. The nineties were a decade of domination and leadership for Citibank in the Pakistani marketplace and the trend continues into the new millennium. Combining some of the most respected brands in the financial services business -- the Global Consumer Bank and the Global Corporate Investment Bank - are uniquely positioned to offer a complete array of financial products. Citigroup operates in a global economic environment which requires the expertise of a true market leader. They are committed to attracting, challenging and rewarding the top professionals in financial services and to creating an environment in which employees realize their maximum potential. They reward people based on performance standards which are aligned with their business objectives and long term goals. The various training and development tools at Citibank assist their employees to be fully effective in their jobs and long term careers. Opportunities at Citibank offer a wide scope of learning and development while providing with a perspective which is attuned to the global markets while catering to the local environment. According to Citibank whether one is still at

his/her studies, have graduated or ahead in life on a career track already -- there could be challenging opportunities at Citibank to suit people's ambitions.

Company Stats:

Employer Type	Public Company
Stock Symbol	C
Stock Exchange	KSE
2004 Employees	275,000 Worldwide
2004 Revenue (\$mil.)	77,400
2003 Income (\$mil.)	17,900

Positive areas of Citibank in Pakistan include the following:

- Worldwide name
- Recognition
- Its reach is unparalleled

Negative areas of Citibank in Pakistan include the following:

- Many competing cultures
- Huge size creates bureaucracy and distance between employees and management

Citibank offers access to a wide range of products and services that can meet all their customers' financial needs: banking, credit, investing, insurance, mortgages, lines, loans and more. At Citibank, the goal has always been to provide their customers with better facilities and greater convenience. Citibank offers a wide range of financial services to individuals, businesses, governments and financial institutions. The company offers its services in over 3,000 locations in 98 countries and territories throughout the world. Citibank's activities are conducted primarily within the two franchises of global consumer and global corporate banking. The consumer business operates full-service consumer franchise including branch and electronic banking, credit and charge cards and private banking. The corporate banking business provides a wide range of banking services to regional and multinational corporate customers, financial institutions, government agencies, investors and other participants.

Citibank has relentlessly pursued a global strategy, opening branches around the globe and vanquishing new markets where competitors feared to tread. Citibank has the largest credit card portfolio of any financial services company. It has pioneered new technologies, bringing the world such marvels as the ATM and personal banking by phone and computer. Perhaps most importantly, Citibank now belongs to Citigroup, the product of the Citicorp / Travelers merger. It is a bank with one billion clients, which means one in every sixth person on the planet. This bit of rather big thinking is the goal that Citibank intends to reach by 2010, and with about 60 million customers today, the bank certainly has its work cut out for it. Yet if any bank is prepared to get a billion clients, or even somewhere close, Citibank is it.

Citibank contacts universally acknowledge that the bank's size can be "both an advantage and a disadvantage." From some, Citibank's size draws criticism. While new hires enjoy the vast resources from which one can learn, they sometimes feel "benighted" because of Citibank's bulk and range. Wherever one works in Citibank, he/she is bound to get that.. Even employees who are fairly high up in the corporate ladder can still feel "overawed" by the company's size. One branch manager notes, "The bigger the ship, the harder it is to turn. Citibank is like an aircraft carrier at times."

Another frequent complaint that Citibank people raise in connection with the company's size is politics, and they aren't talking about party affiliation. One insider notes that the disadvantage to size is "the bureaucracy, and there's politics." When pressed to explain, this contact says: "people are territorial. They stake their claims on certain areas, and want to hold onto those areas." "They're not afraid to reorganize and cut things," this person explains, adding: "you can't freak out every time you hear of a reorganization -- that's why it gets political. You want to have a job at the end of the day."

First opened in 1961 in Pakistan, today Citibank Pakistan serves the financial needs of the entire range of customers from individuals to the world's largest multinational companies. Across consumer banking products, it enjoys the trust and loyalty of more than 200,000 customers belonging to multiple income segments. Not only does Citibank offer the widest range of products, it has traditionally been the first to innovate and offer

new products and services. Citibank is the biggest credit card issuing bank in Pakistan. Ever since its launch in 1994, the Citibank Credit Card has become synonymous with greater convenience, superior product features and over all market leadership. Today the Bank has the largest merchant base country wide providing state of the art merchant services. Citibank was the first to launch telephone banking capabilities and CitiPhone Banking provides customers with 24/7 access to a wide variety of services. Due to multiple mergers and an enormous breadth of businesses, Citigroup does not have one firm-wide culture. "Your perspective on the firm's culture will depend on which part of the bank you're in," says one contact, who describes the atmosphere at Citibank as still "in flux." Of course, because of its size, many say there's a healthy amount of "bureaucracy." Citibankers "must deal with bureaucracy and politics, owing to the size of the organization and number of competitors internally," says one contact.

In 2004, Citigroup was the largest U.S. bank holding company and a leading global financial services firm. Headquartered in New York, it had a presence in more than 100 countries across six continents, where its 275,000 employees managed 200 million customer accounts. Its services included credit cards, consumer finance, retail banking, corporate and investment banking, retail brokerage, life insurance and investment management. Major brand names under Citigroup's trademark red umbrella included Citibank, CitiFinancial, Primerica, Smith Barney, Banamex, and Travelers Life and Annuity. Citibank must be concerned with the actions of its competitors during its decision-making process. Citibank's major local and multinational competitors include: Standard Chartered Bank, ABN Amro Bank, Union Bank, Bank Al-Falah Saudi Pak Bank, Bank of America and many others. Citibank, a Citigroup company, has set a goal to be the premier international financial company in the next millennium. To achieve this clearly ambitious goal, the global giant had to implement quality initiatives that satisfied customers as well as employees quickly and flawlessly at every interaction anywhere in the world. Citibank undertook this challenge to improve total customer satisfaction by investigating well-known manufacturing management theories and attempted to apply them to their own nonmanufacturing environment. Methodologies like cycle time reduction (CTR) coupled with the detection of defects and implemented globally by using

empowered teams have resulted in significant improvements in process timelines, cash management and customer and employee loyalty and satisfaction.

STATEMENT OF THE PROBLEM:

This research is being conducted in order to know about the employees' satisfaction level at Citibank and their perception of Citibank's performance i.e. what place Citibank occupies in the eyes and minds of its internal customers that is its employees. Organizations such as Citibank make tall claims about their relationships with the employees and the kind of benefits they provide to them. But no one knows what really it is that employees know and how they feel about Citibank. Even we may be knowing that Citibank is a well to do organization but we are externals and we do not know what really it is that employees know and feel about Citibank. This thesis is an attempt to find out the real facts. The problem statement for this thesis is:

“Employee satisfaction level at Citibank and their (employees') perception of its (Citibank's) level of performance.”

SIGNIFICANCE OF THE STUDY:

This extensive research study has immense significance for entire Citibank's operations. The research findings will provide basic input for Citibank to fill in the gaps and loopholes which it is ignoring or is unaware of. Employees are the heart of an organization, thus very significant for the study. Employee satisfaction level entails important knowledge about being unhappy with their job, the employee turnover and what they communicate to others about the Citibank. Henceforth the study will inculcate the satisfaction level of employees and their perception about Citibank. This study will help students of business management as a guide for future studies, for Citibank and for its employees. This study will also help me about getting a know how of what actually goes on in thesis writing. The study is also important because through it I will have in depth knowledge about thesis writing. To know how a comprehensive research is actually conducted. Thesis writing is an important part of the MBA program

Employees aren't just faces in the crowd. Optimizing employee satisfaction is a key to the success of any business. And sound, insightful employee satisfaction research is a key to understanding how to achieve that optimization. Employee insight is a key to any HR program. Knowledge, satisfaction and expectations need to be measured in order to develop the organization prepared for tomorrow. All these facts add to the significance of this study.

THE SCOPE OF STUDY:

The scope of my report includes essentially the perception of Citibank's employees and their level of satisfaction at Citibank; what they think, what are their expectations in terms of work environment, growth, motivation, management practices and so on. More specifically the scope of this report revolves around the key variables of:

- Management Levels
(Upper, middle and lower levels)
- Age
- Gender
- Departments

As well as the correlation between these and other variables that would help to understand the more typical behavior noted within the study. These linkages are more clearly explained in the discussion of the variables later on in the report.

However the scope of this study does take into account neither the viewpoint of external customers nor the layman's who is not associated with Citibank in anyway. This is primarily due to the fact that the nature of this study is such that it would ultimately help Citibank's management understand and comprehend the potential of creating best employees an organization can have to further improve and enhance its performance.

Secondly the scope of the research is such that if inferred correctly, it would help tremendously in helping the management at Citibank to better cater to the needs of its

employees, what he/she expects out of Citibank in terms of services, quality, management and its overall performance and their own level of satisfaction.

Lastly, the study is being conducted in Citibank Head Office Karachi.

DELIMITATIONS:

Changes might occur during the course of this study. Things as planned might not turn out to be the same. The delimitations involved in my research are as follows:

- Changes in government policies might affect the perception of employees.
- Internal company changes such as changes in the ambiance and other things.
- Change in management.
- The fact that the respondents will fill in the questionnaires with honesty and integrity and portray their true feelings is not guaranteed.
- Time given to the respondents for filling the questionnaires is one week this might be changed due to the respective employees' commitments to work or elsewhere.
- The total sample size might be changed due to employees' disinterest towards this effort.

DEFINITION OF TERMINOLOGIES:

Distinctive competencies: Capabilities that enable an organization to compete in different markets and provide value to the customers.

Emulated: Strive to equal or match by imitating, compete with successfully.

Array: An orderly arrangement, an impressive display, range.

Attuned: So adjusted as to be appropriate or brought into harmony, keyed or tuned.

Vanquishing: Come out better in a competition.

Marvel: Something that causes feelings of wonder.

Staggering: So surprisingly impressive as to stun or overwhelm.

Antidote: Counter poison, a remedy that stops or controls the effects of a poison.

Crony: A close friend who accompanies his buddies in their activities.

Benighted: Dark, lacking enlightenment or knowledge or culture.

Overawed: Overcome by a feeling of awe.

Merchant services: Process a credit card payment using only your PC.

Loopholes: An ambiguity that makes it possible to evade a difficulty or obligation

Correlation: How closely two variables co-vary.

Random sampling: The selection of a random sample; each element of the population has an equal chance of been selected.

Regional Cooperation: Regional cooperation involves cooperative or collaborative efforts with the jurisdictions with which a company has a common border, common interests or common issues.

Professional Advancement: Improving, developing or providing a forward step in the career.

Job related training: A course or program directly related to the duties being performed by the individual.

Performance review system: The Performance Review System is used to examine the effectiveness of employees and to ensure performance is consistent with basic principles and practices. The Employee Performance Review is an important tool in the overall performance management process and in the development of the employee's professional skills.

Equal opportunity employer: Absence of discrimination, as in the workplace, based on race, color, age, gender, national origin, religion, or mental or physical disability.

Innovation: The act of introducing something new.

Benefits package: Facilities and other monetary and fringe benefits provided to employees.

Equity: Equality.

Staff development: The activities of an organization or supervisor, such as training, providing constructive feedback, job rotation, etc., which are designed to improve the skills, motivation, and qualifications of employees.

CHAPTER 02

RESEARCH- METHODOLOGY AND PROCEDURES

RESEARCH DESIGN:

The research process is carried out in the following steps:

- A comprehensive closed questionnaire has been designed to achieve my objective.
- The questionnaire will be pre-tested on several friends and family members.
- A procedure will be carried out concerning who are the ones are willing to take part in filling the questionnaires. This will be done by asking the employees to kindly fill in, those willing to fill the questionnaire will be given the questionnaire and those not willing to take part will be left with a note of thanks.
- All questionnaires to be distributed in the Citibank head office.
- The total number of respondents is 100.
- The duration of research is one month.

The research design used will be “Survey Research”. For the sampling I will use random sampling as it best suited for my research. While designing the research it is kept in mind that it should be in line with the purpose of the study and it should serve the cause. All the barriers and expenses are kept in mind while designing the research. As the topic is really very broad and informative, that is why this research would be done not to solve the issue but it will just add or contribute to understand and overall awareness of level of satisfaction and perception of employees of Citibank and some recommendation for its improvement. The topic would be analyzed and studied in natural environment. So the research is a Fundamental research and the suitable design for the research is Descriptive. The close-ended Questionnaire which contains a few open ended questions as well will be handed over to the employees of Citibank in some cases and in other cases answers will be obtained by asking questions directly from the respondents instead of giving questionnaires to avoid time lag.

RESPONDENTS OF THE STUDY:

The respondents of this study are Citibank employees at all levels and at various departments in the Citibank. Currently the following departments are actively operating

in Citibank head office Karachi: Inquiry Management Resolution, Fraud Risk Management Unit, Customers Service Unit, Operations, Human Resource Department, Sales, Credit Initiation Unit, Collections and Control and Compliance.

INSTRUMENTS:

The survey is being conducted on “One-to-One” basis and thus self-administered questionnaires are used. The questionnaire guides the respondents in the following sequence:

- Respondents name and contacts.
- Their designation.
- Their department.
- Their brief profile.
- Their perception about whether Citibank is on the right track.
- What is important for Citibank’s success.
- Questions related to their satisfaction with the job.
- Their experiences.

The questionnaires are not kept instead they are distributed among the staff to fill independently. A respondent not willing to disclose name and other personal information is excused. Privacy of the respondent is assured. Another research instrument is the internet which is secondary in nature and company reports and some other written material provided by the Citibank upon request. The data collected through Internet will be in the form of word documents.

TREATMENT OF DATA/ INFORMATION/ ANALYSIS:

The fieldwork and data tabulation phase leads one to the data analysis section. The following major categories are selected to interpret the whole data:

- Age
- Gender
- Departments
- Management levels

These variables are discussed in complete depth in order to create authentic yet informative data. Thus the integral part of research lies within the upcoming pages.

PRESENTATION ANALYSIS:

The final presentation of the facts and results will be shown in the form of tables and charts. The analysis of each fact will be described in both subjective/qualitative terms as well as in quantitative terms.

CHAPTER 03

REVIEW OF RELATED LITERATURE AND STUDIES

Materials used for the research is usually through internet but other books & articles from the local & foreign sources are used which are as follows:

LOCAL LITERATURE

The initial part for doing research comprised of a thorough literature review. The initial case for Citibank issues was formed by systematically searching through the literature as below:

- Article on “Citibank employees” by Dr. Muhammad Shoaib Suddle, Director General, Pakistan bankers association (PBA).
- Articles and news published in Business News.
- Article on “Employees to be viewed as an asset” by Khurram Chughtai. Citibank Asia Website www.asia.citibank.com.
- Data collected from citigroup local website: www.citigroup.com/citigroup/global/pak.
- News published in Daily Times newspaper Pakistan related to employee satisfaction level at Citibank.
- News published in The Nation Newspaper about Employee benefits packages provided by Citibank local branches.
- Citibank Employees’ Manual.
- Information collected from Citibank officers through various published sources about HRM practices at Citibank.
- Company reports and brochures specifically published on employees.

FOREIGN LITERATURE

The concepts were gathered from the preliminary review of foreign literature which served as foundation for the later stage. A strong emphasis was given to foreign websites, articles, newspapers, magazines & books, as Citibank is very rapidly growing & latest developments are usually published on the foreign sources. The following were the foreign information sources used for literature review:

- US based website on Citibank for employees around the world.
- Another website regarding employees' future potential in Citibank was www.truecareers.com=Citigroup.
- www.citibank.com/guam/homepage also served as useful purpose.
- Article published by Warren J Atkinson on employees at Citibank www.banktech.com/news/showArticle.
- www.hoovers.com also served as a useful search engine.
- www.vault.com/companies. was another website containing useful foreign literature.
- Another useful tool for the survey was www.jaronbs.com/citibank.htm.
- For Love or Money was an article written by Jaron Summers.
- Rochelle Rucker is a freelance writer and publicist for Motivators. Several written material was of help written by this author.

In nutshell employees remark that the defining feature of Citibank's corporate culture is its "international and cosmopolitan" flavor. Surveys reveal that associates perceive wide variation between offices around the world, and even between different offices in the same city. One contact even characterizes the differences as "staggering." Nevertheless, some patterns emerge, notably regarding the importance that is placed on a competitive spirit. One contact from the corporate side describes considerable pressure to meet certain goals in equity returns: "Its part of the culture to make sure you meet those targets." Another contact with experience in an office abroad describes a "high performance culture," where "people wanted to outshine one another. It was very keen to be seen as delivering." The same contact warns: "you'll be much challenged because you're looking over your shoulder all the time." Another notes the pressure "always to excel in order to progress --or even just to keep your job." The antidote to competition? "Be nice," advises one insider. "There is so much competition and back-stabbing among staff" that if you plan on making steady advancements through the company hierarchy, "a solid personal network of friends and cronies" is "absolutely essential."

GAPS TO BE BRIDGED BY THE STUDY

Although related literature was very valuable & helped a lot in this research but this literature did not give any consequences about the satisfaction level of Citibank's employees and their perception about the bank. So this research has main emphasis on the afore mentioned facts. For this purpose survey has been conducted on the Citibank's employees to get in-depth information about the topic.

Citibank is perceived to be having the image of a large multinational corporation where everything is going in a perfect manner. Employees at Citibank are perceived to be fully satisfied with the benefits packages and other motivational aspects. But this fact has not been properly revealed by the local and foreign literature surveys and other related surveys.

Moreover Citibank is also perceived by members of the society and other people working in other local and multinational bank as a dream place to work at. But the actual employees' perception about Citibank has not been properly known through the local and foreign literature surveys. It is a fact that Citibank has a well renowned reputation but what the Citibank's employees perceive about it is not properly known. None of the previous researches or articles published or websites contain any such information. Henceforth this research is first of its kind. The presentation analysis and findings will reveal some real interesting and important facts and figures.

AREAS FOR FURTHER STUDIES

Areas for further studies include the following important facts:

Is Citibank on the right track:

Meaning how employees feel about the organization and its performance. Such information will reveal facts related to Citibank's work environment, its competitiveness, long term growth potential and other important areas such as its hiring policy, work schedule, feedback and problem solving procedures.

Things important for Citibank's success:

These include such things as innovation, service delivery, regional cooperation, company vision and strong organizational values.

Things important for employees job satisfaction:

These include such aspects for job satisfaction as feedback on performance, employee benefits package, career development opportunities, equity in the workplace, good communication, pleasant work environment and commitment to staff development.

Experiences of Citibank employees:

There are many things going on already in the bank for instance its feedback system. In order to find out whether it facilitates Citibank employees or not has not been found through any related literature. Same goes for relationships with colleagues and clients, the use of technology, budgetary planning and other areas for improvement. These can only be found out through one on one interaction with the employees working at Citibank head office Karachi branch where this research is primarily being conducted.

CHAPTER 04

PRESENTATION ANALYSIS (SUGGESTED)

The global expansion of financial institutions and especially of such giants as Citibank in the field has made the importance of the satisfaction level of the employees as well as their perception towards it of prime importance. Increasingly big organizations are becoming aware of the fact that keeping their employees, satisfying them and keeping them happy is very valuable for the image of the organization as a whole.

This research is also done to find out the hidden facts. Therefore as mentioned earlier in the research design and methodology the variables chosen for this research are employees at various levels that is lower, upper and middle level managers or employees. The second and third being age and gender respectively, both these variables play a very important role in employee satisfaction level as well as their perception. Lastly the variable chosen is departments of Citibank. According to the research done satisfaction and as well as perception vary across different departments.

Moreover the total sample size was thought to be more than a hundred that is close to one hundred and fifty or so but the total number of respondents turned out to be one hundred and two and for convenience sake the total number of respondents have been turned down to a hundred employees only.

The results of the research will be shown according to the above mentioned variables. In the upcoming section the analysis is shown in qualitative terms that is each question asked in the questionnaire or through short interviews are explained in theoretic or subjective terms. Later on all the research analysis is tabulated and shown with the help of pie charts. Towards the end of the analysis the overall results are combined and shown separately in the form of tables as per question asked. Following are the analysis of this research:

SAMPLE CHRACTERISTICS:

Of the hundred samples, 84% of the respondents were male while 16% were female. Out of total, 25% were upper level managers, 58% were middle level managers and 17% were lower level employees. About 40% of the respondents were in the age bracket of 26 ~ 35,

another 23% were from age group of 36 ~ 45, while 22% of the respondents were in the age bracket of 46 ~ 55, the rest 15% were above 55 year of age.

In terms of departments Inquiry Management Resolution, Fraud Risk Management Unit, Customers Service Unit, Operations, Human Resource Department, Sales, Credit Initiation Unit, Collections and Control and Compliance were some of the departments that were supposed to be taken into consideration. But out of these only three departments participated which included Human Resource Department, Sales Department and Collections Department. Out of total 100 employees 50% were from Human Resource Department, 15% from Sales Department and 35% respondents were from Collections Department.

RESPONDENTS' PROFILE:

PARTICULARS	NO. OF RESPONDENTS	% AGE
GENDER		
Male	64	64%
Female	36	36%
	100	100%
MANAGEMENT LEVELS		
Upper level	25	25%
Middle level	58	58%
Lower level	17	17%
	100	100%
AGE		
Between 26 – 35	40	40%
Between 36 – 45	23	23%
Between 46 – 55	15	15%
Above 55	22	22%
	100	100%
DEPARTMENTS		
HRM	50	50%
Sales	15	15%
Collections	35	35%
	100	100%

FACT AND FIGURES:

The quantitative analysis of the data gathered for this study is as follows:

Section 1: Is Citibank on the right track?

Sr.	Question	Total No. of Respondents	Applying Respondents	% age
1.	<u>Citibank is a pleasant place to work.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	5 10 57 22 6	5% 10% 57% 22% 6%
2.	<u>I feel my salary is competitive in comparison with those in other similar multinational banks.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	17 30 45 8 0	17% 30% 45% 8% 0%
3.	<u>I can see a long term future for myself here.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	5 12 53 29 1	5% 12% 53% 29% 1%
4.	<u>Citibank does not place enough emphasis on the quality of service it provides.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	63 17 11 5 4	63% 17% 11% 5% 4%
5.	<u>Citibank values its employees.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	9 14 41 36 0	9% 14% 41% 36% 0%

6.	<u>Citibank's hiring policy is fair.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	20 41 27 12 0	20% 41% 27% 12% 0%
7.	<u>Female and male employees are treated equally.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	52 20 15 1 12	52% 20% 15% 1% 12%
8.	<u>I am satisfied with my workspace.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	9 18 48 25 0	9% 18% 48% 25% 0%
9.	<u>I believe that when my performance improves, so will my earnings.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	5 19 41 33 2	5% 19% 41% 33% 2%
10.	<u>Citibank manages its technological resources effectively.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	0 11 51 38 0	0% 11% 51% 38% 0%
11.	<u>Sufficient opportunity is given for professional advancement.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	14 21 42 14 9	14% 21% 42% 14% 9%

12.	<u>I receive both positive and negative feedback from my supervisor.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	0 10 61 29 0	0% 10% 61% 29% 0%
13.	<u>I understand what Citibank needs to do to achieve its goals.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	0 0 77 23 0	0% 0% 77% 23% 0%
14.	<u>Citibank's clients get their money's worth.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	19 49 21 11 0	19% 49% 21% 11% 0%
15.	<u>The formal problem solving processes at Citibank are effective</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	30 35 18 11 6	30% 35% 18% 11% 6%
16.	<u>My colleagues are competent, qualified professionals.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	11 12 46 21 10	11% 12% 46% 21% 10%
17.	<u>Citibank offers me sufficient opportunities to participate in job related training.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	13 8 61 7 11	13% 8% 61% 7% 11%

18.	<u>I believe that the performance review system is fair.</u>			
	Strongly Disagree	100	0	13%
	Disagree	100	15	8%
	Agree	100	29	61%
	Strongly Agree	100	12	7%
	Do not Know	100	44	11%
19.	<u>My work schedule is reasonable.</u>			
	Strongly Disagree	100	32	32%
	Disagree	100	50	50%
	Agree	100	13	13%
	Strongly Agree	100	5	5%
	Do not Know	100	0	0%
20.	<u>I communicate effectively with my supervisor</u>			
	Strongly Disagree	100	31	31%
	Disagree	100	20	20%
	Agree	100	39	39%
	Strongly Agree	100	10	10%
	Do not Know	100	0	0%
21.	<u>The service we provide to clients could be improved.</u>			
	Strongly Disagree	100	0	0%
	Disagree	100	0	0%
	Agree	100	79	79%
	Strongly Agree	100	21	21%
	Do not Know	100	0	0%
22.	<u>I support Citibank's corporate values.</u>			
	Strongly Disagree	100	0	0%
	Disagree	100	0	0%
	Agree	100	81	81%
	Strongly Agree	100	9	9%
	Do not Know	100	10	10%
23.	<u>My supervisor has good people skills.</u>			
	Strongly Disagree	100	11	11%
	Disagree	100	8	8%
	Agree	100	54	54%
	Strongly Agree	100	18	18%
	Do not Know	100	9	9%

24.	<u>I get adequate support for strengthening my weaknesses and building on my strengths.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	13 9 41 23 14	13% 9% 41% 23% 14%
25.	<u>I know what our corporate values are.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	0 5 77 12 6	0% 5% 77% 12% 6%
26.	<u>Citibank is open to my ideas.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	7 46 34 11 2	7% 46% 34% 11% 2%
27.	<u>Promotions are based primarily on performance.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	16 20 42 12 10	16% 20% 42% 12% 10%
28.	<u>I have too much to work.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	11 12 36 41 0	11% 12% 36% 41% 0%
29.	<u>I believe Citibank is an equal opportunity employer.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	11 17 30 1 41	11% 17% 30% 1% 41%

30.	<u>We have standard procedures that help me provide a better service to my clients.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	1 6 75 11 7	1% 6% 75% 11% 7%
31.	<u>Citibank has management problems.</u> Strongly Disagree Disagree Agree Strongly Agree Do not Know	100 100 100 100 100	19 35 18 14 14	19% 35% 18% 14% 14%

Section 2: What is important for Citibank's success?

32.	<u>Strong emphasis on innovation</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	4 8 22 41 25	4% 8% 22% 41% 25%
33.	<u>Superior delivery of service</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	0 2 10 22 66	0% 2% 10% 22% 66%
34.	<u>Regional co-operation.</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	11 42 30 7 10	11% 42% 30% 7% 10%
35.	<u>Clear organizational vision</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	0 12 28 29 31	0% 12% 28% 29% 31%

36.	<u>Strong organizational values.</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	0 0 33 32 35	0% 0% 33% 32% 35%
37.	Suggestions for the above mentioned queries are mentioned later in the report	---	---	---

Section 3: What is important to your job satisfaction?

38.	<u>Feedback on your performance.</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	0 8 33 28 31	0% 8% 33% 28% 31%
39.	<u>Good employee benefits package.</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	7 3 27 29 34	7% 3% 27% 29% 34%
40.	<u>Opportunities for career development within the organization</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	0 9 25 35 31	0% 9% 25% 35% 31%
41.	<u>Commitment to staff development.</u> Not at all important Slightly important Important Very important Of utmost importance	100 100 100 100 100	20 22 17 30 11	20% 22% 17% 30% 11%

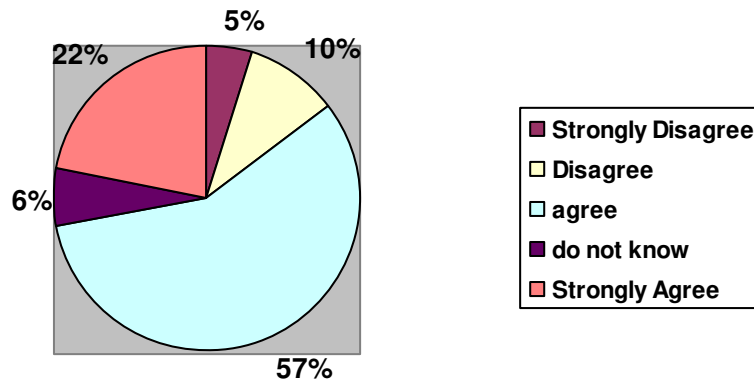
42.	<u>Good communication throughout the organization.</u>			
	Not at all important	100	31	31%
	Slightly important	100	19	19%
	Important	100	17	17%
	Very important	100	12	12%
	Of utmost importance	100	21	21%
43.	<u>Equity in the workplace.</u>			
	Not at all important	100	0	0%
	Slightly important	100	0	0%
	Important	100	28	28%
	Very important	100	35	35%
	Of utmost importance	100	37	37%
44.	<u>Pleasant work environment.</u>			
	Not at all important	100	0	0%
	Slightly important	100	6	6%
	Important	100	23	23%
	Very important	100	29	29%
	Of utmost importance	100	42	42%
45.	Suggestions for the above mentioned queries are mentioned later in the report.	---	---	---

TABLES AND CHARTS:

Section 1: Is Citibank on the right track.

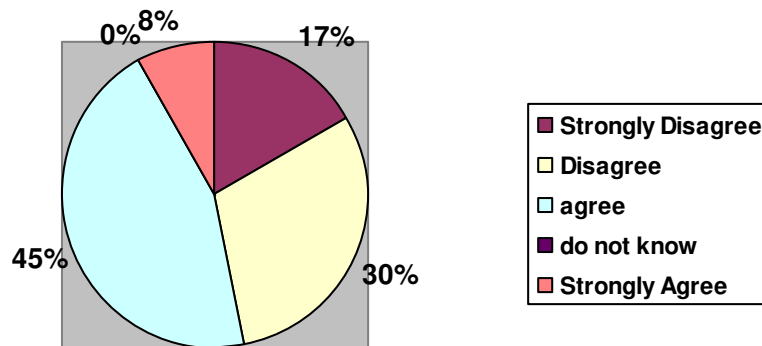
Citibank is a pleasant place to work.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	5%	10%	57%	22%	6%



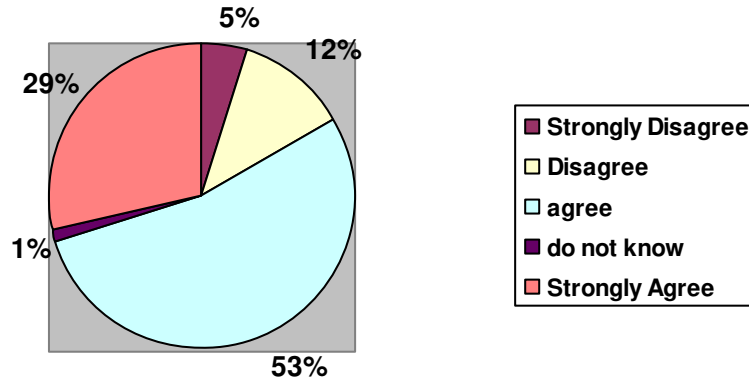
I feel my salary is competitive in comparison with those in other similar multinational banks.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	17%	30%	45%	8%	0%



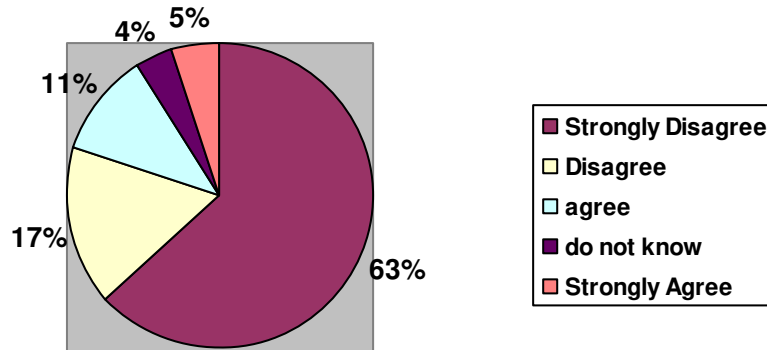
I can see a long term future for myself here

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	5%	12%	53%	29%	1%



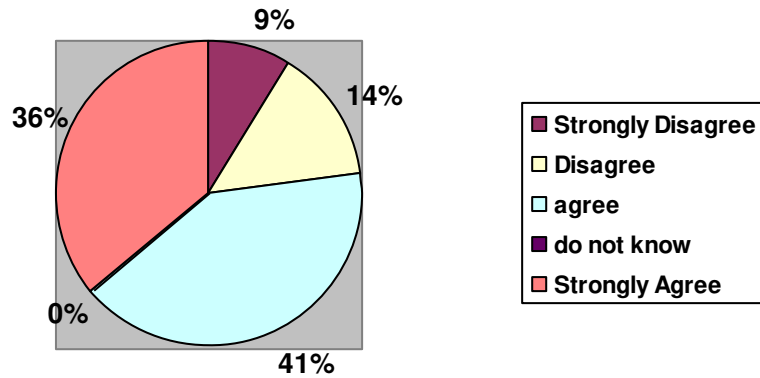
Citibank does not place enough emphasis on the quality of service it provides.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	63%	17%	11%	5%	4%



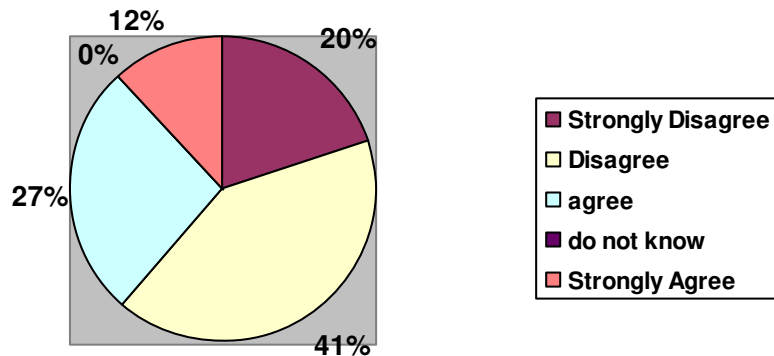
Citibank values its employees.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	9%	14%	41%	36%	0%



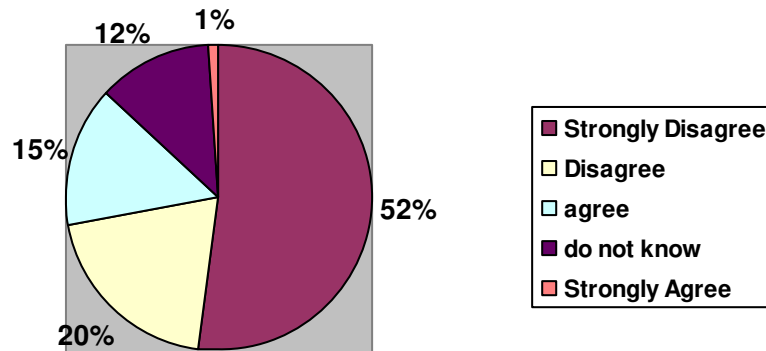
Citibank's hiring policy is fair.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	20%	41%	27%	12%	0%



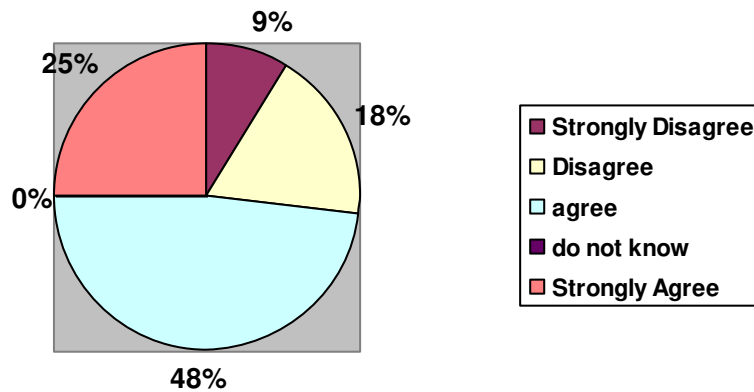
Female and male employees are treated equally.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	52%	20%	15%	1%	12 %



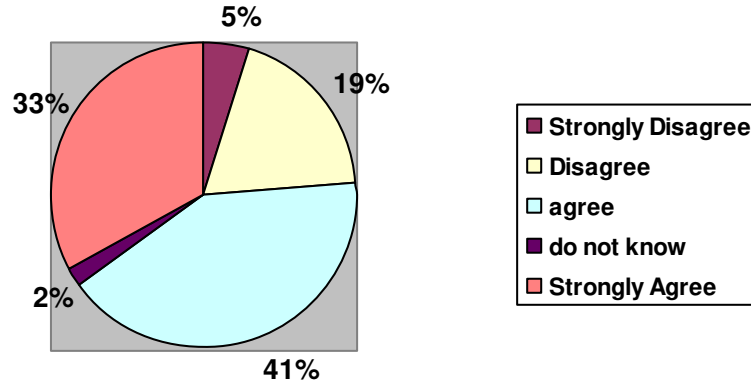
I am satisfied with my workspace.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	9%	18%	48%	25%	9 %



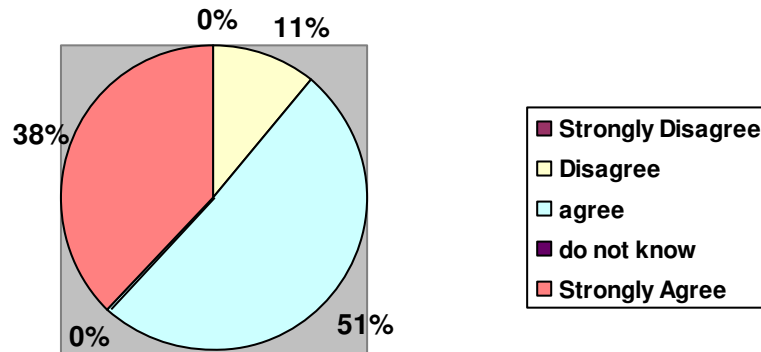
I believe that when my performance improves, so will my earnings.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	5%	19%	41%	33%	2%



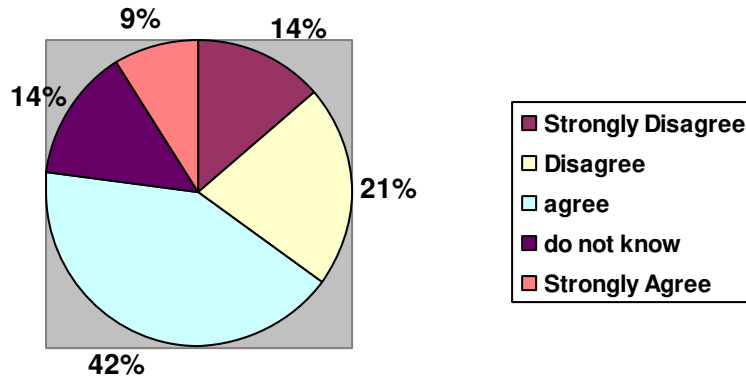
Citibank manages its technological resources effectively.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	0%	11%	51%	38%	0%



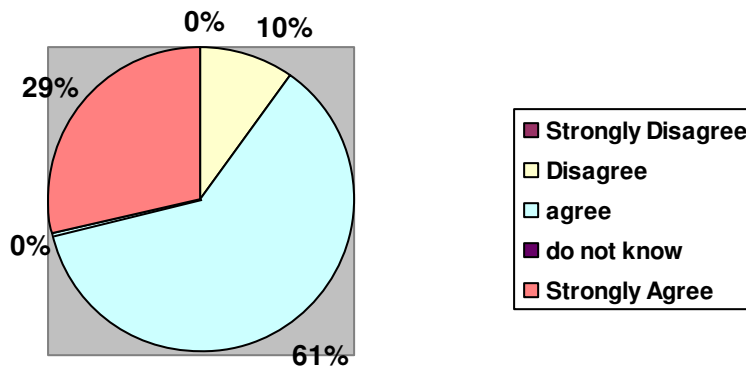
Sufficient opportunity is given for professional advancement

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	14%	21%	42%	14%	9%



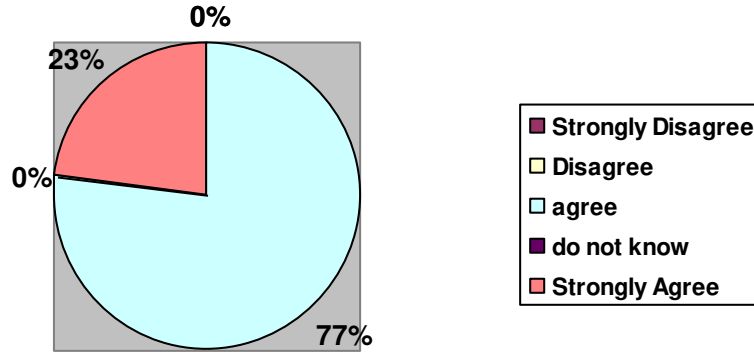
I receive both positive and negative feedback from my supervisor

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	0%	10%	61%	29%	0%



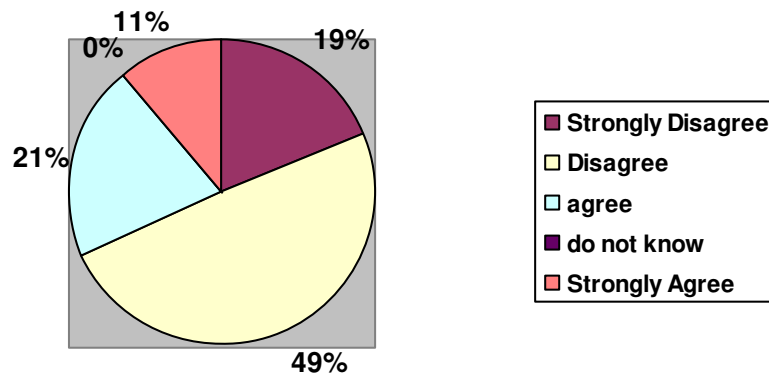
I understand what Citibank needs to do to achieve its goals.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	0%	0%	77%	23%	0%



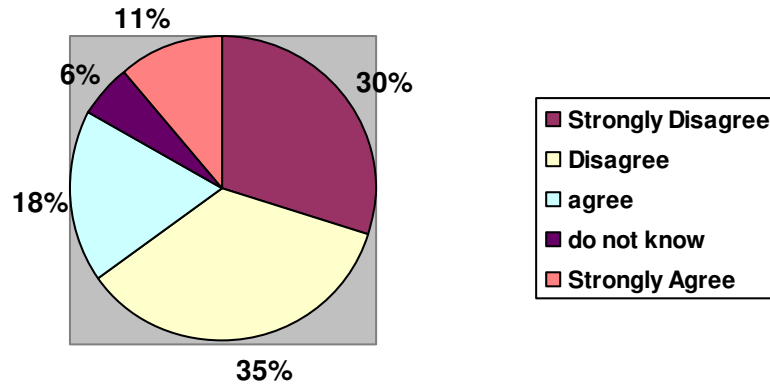
Citibank's clients get their money's worth.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	19%	49%	21%	11%	0%



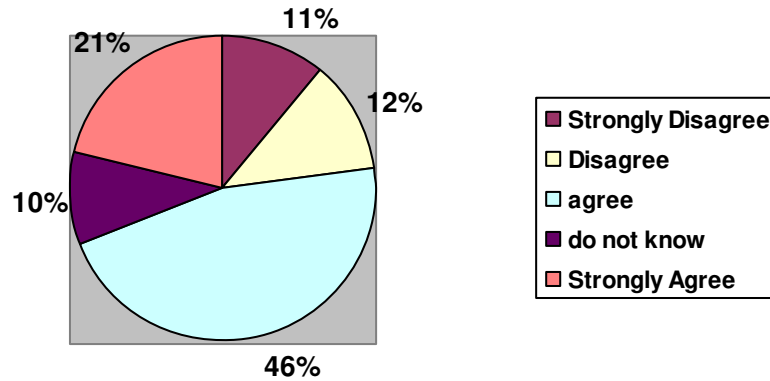
The formal problem solving processes at Citibank are effective

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	30%	35%	18%	11%	6%



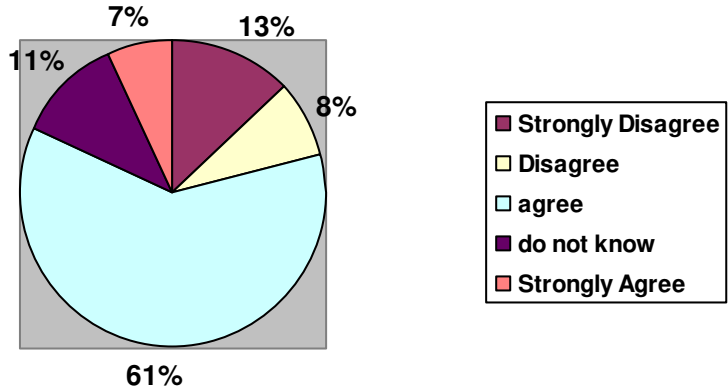
My colleagues are competent, qualified professionals.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	11%	12%	46%	21%	10%



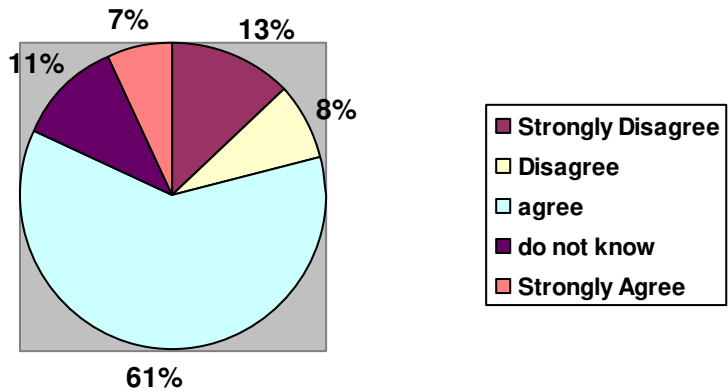
Citibank offers me sufficient opportunities to participate in job related training.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	13%	8%	61%	7%	11 %



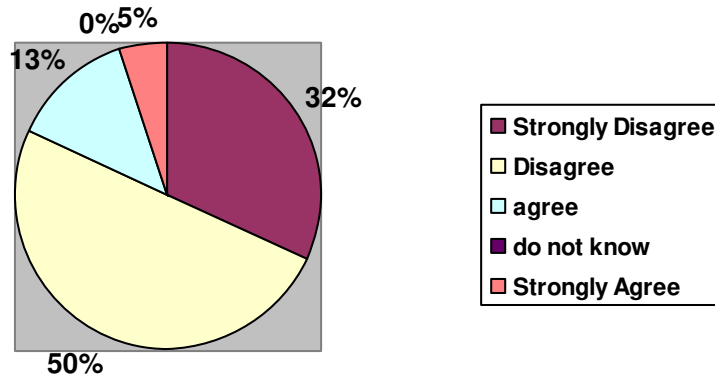
I believe that the performance review system is fair.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	13%	8%	61%	7%	11 %



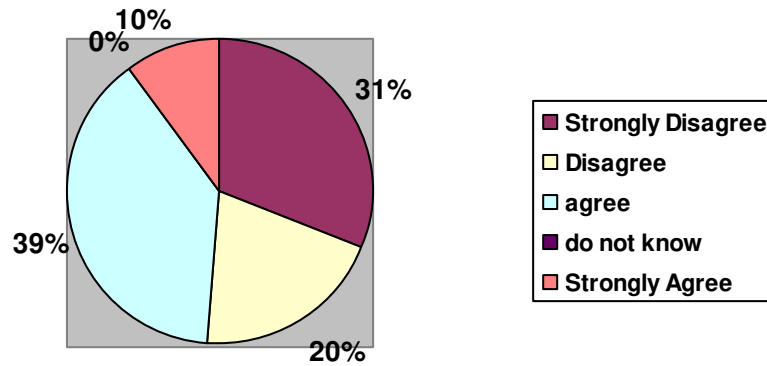
My work schedule is reasonable

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	32%	50%	13%	5%	0%



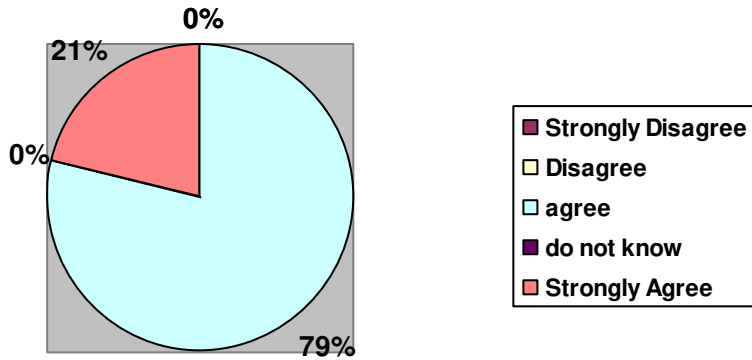
I communicate effectively with my supervisor

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	31%	20%	39%	10%	0%



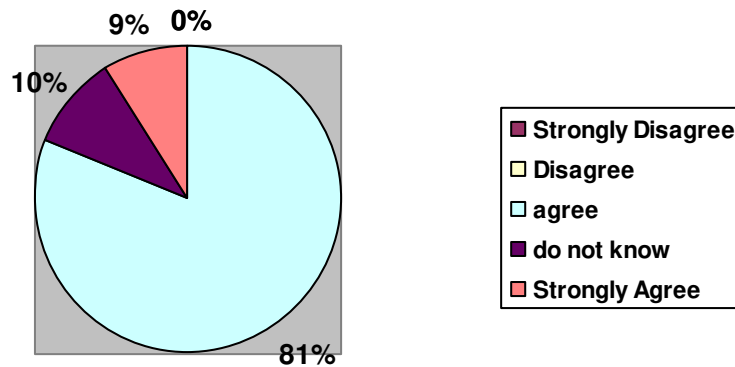
The service we provide to clients could be improved.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	0%	0%	79%	21%	0%



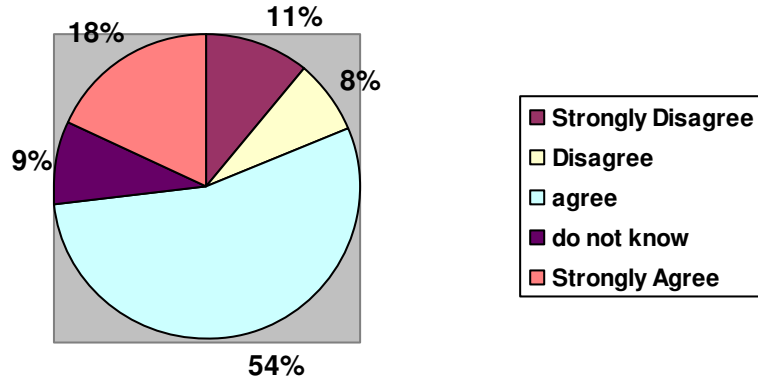
I support Citibank's corporate values.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	0%	0%	81%	9%	10%



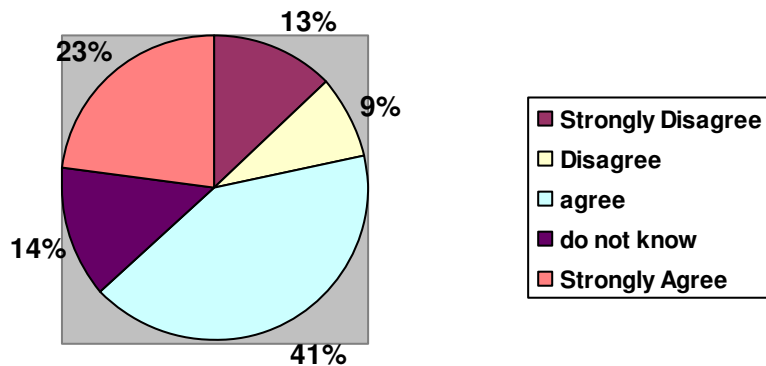
My supervisor has good people skills.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	11%	8%	54%	18%	9%



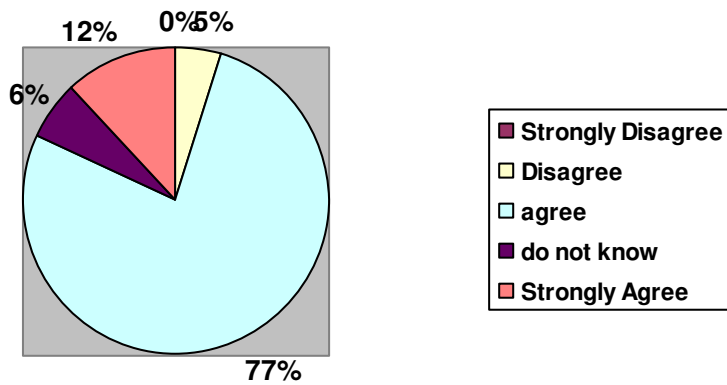
I get adequate support for strengthening my weaknesses and building on my strengths.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	13%	9%	41%	23%	14%



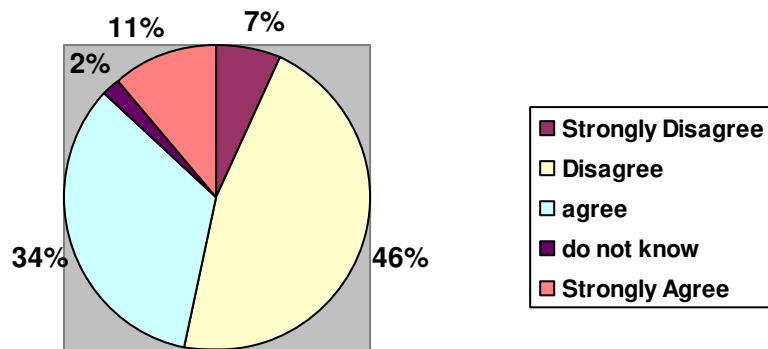
I know what our corporate values are:

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	0%	5%	77%	12%	6%



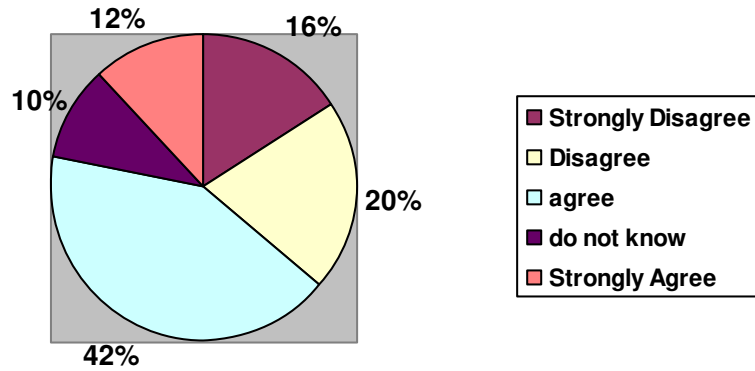
Citibank is open to my ideas.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	7%	46%	34%	11%	2%



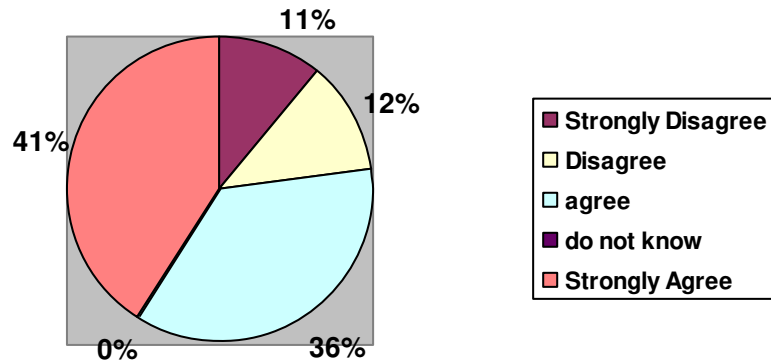
Promotions are based primarily on performance.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	16%	20%	42%	12%	10%



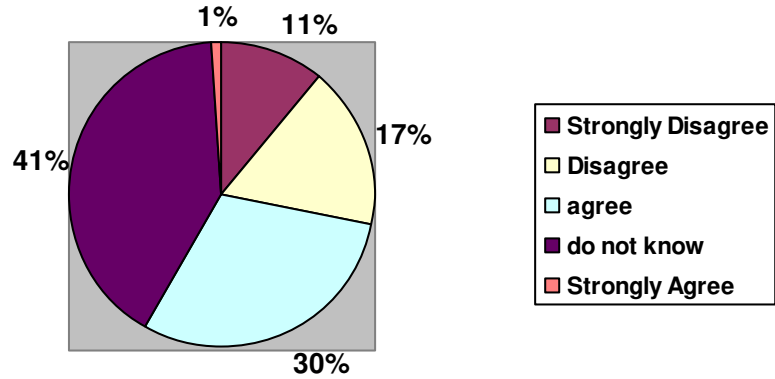
I have too much to work.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	11%	12%	36%	41%	0%



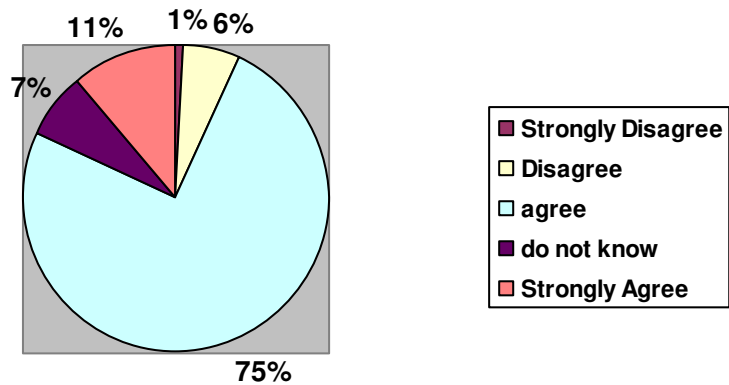
I believe Citibank is an equal opportunity employer.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	11%	17%	30%	1%	41%



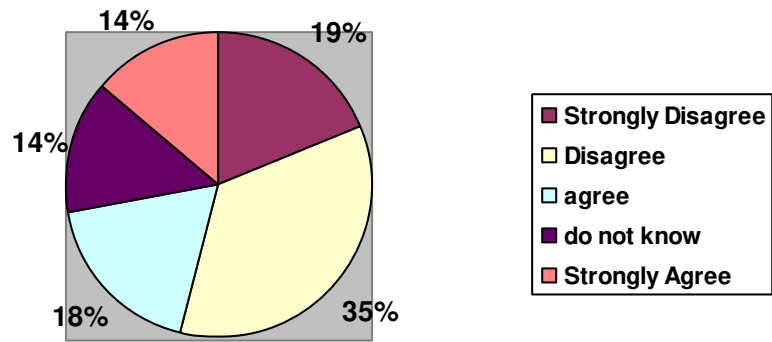
We have standard procedures that help me provide a better service to my clients.

No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	1%	6%	75%	11%	7%



Citibank has management problems.

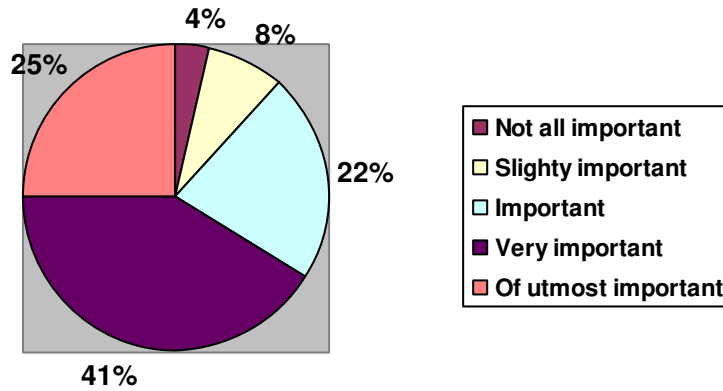
No. of respondents	Strongly Disagree	Disagree	Agree	Strongly Agree	Do not know
100	19%	35%	18%	14%	14%



Section 2: What is important for Citibank's success.

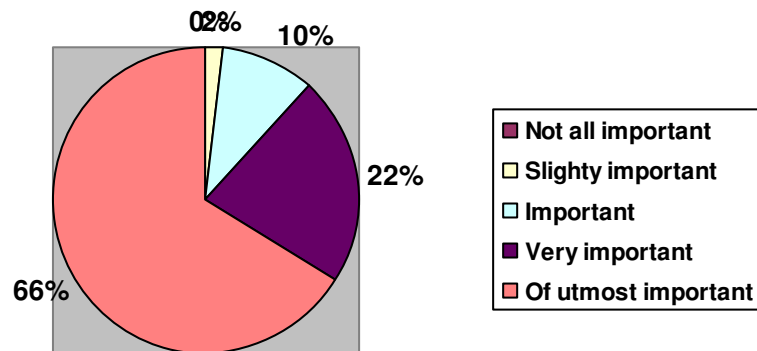
Strong emphasis on innovation

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	4%	8%	22%	41%	25%



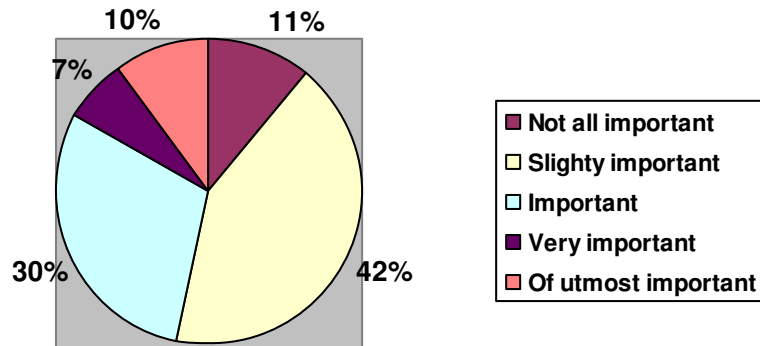
Superior delivery of service

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	0%	2%	10%	22%	66%



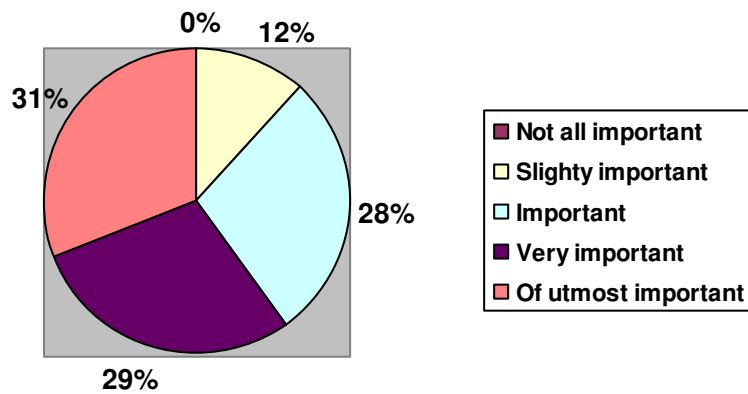
Regional co-operation.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	11%	42%	30%	7%	10%



Clear organizational vision

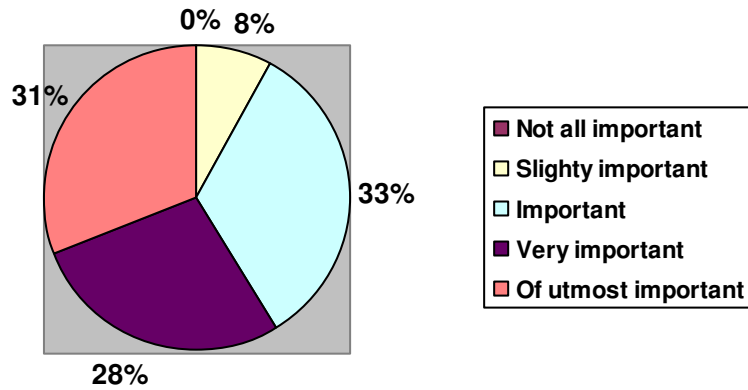
No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	0%	12%	28%	29%	31%



Section 3: What is important to your job satisfaction.

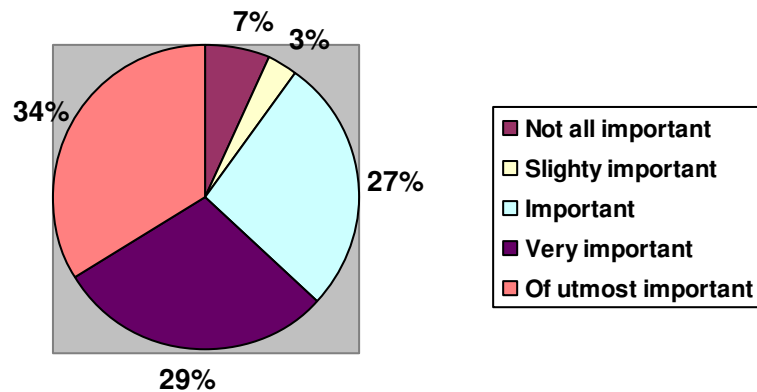
Feedback on your performance.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	0%	8%	33%	28%	31%



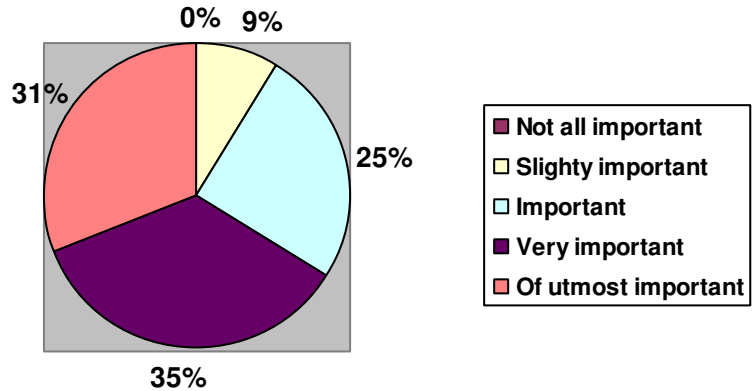
Good employee benefits package.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	7%	3%	27%	29%	34%



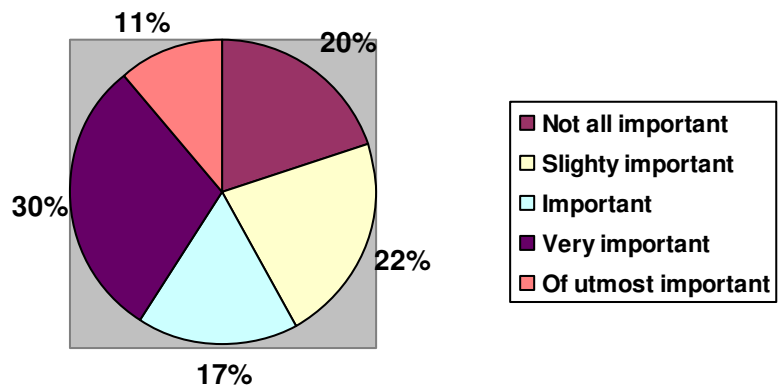
Opportunities for career development within the organization

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	0%	9%	25%	25%	31%



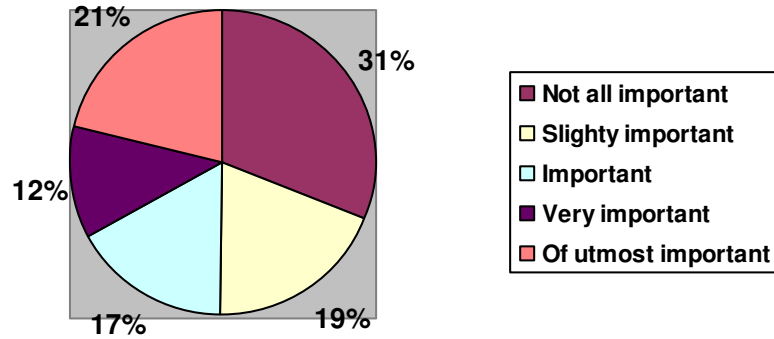
Commitment to staff development.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	20%	22%	17%	30%	11%



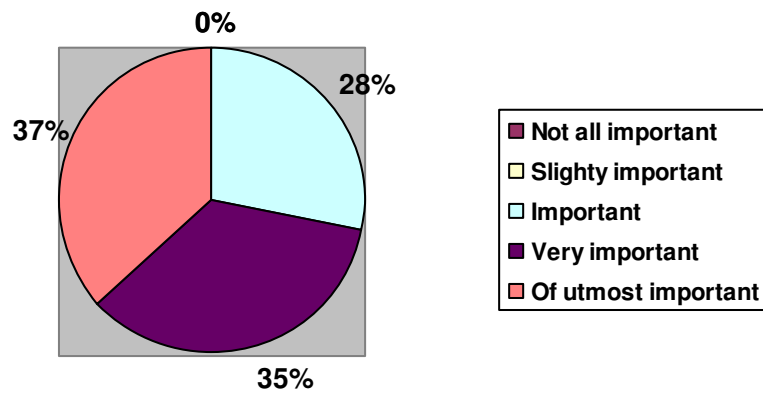
Good communication throughout the organization.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	31%	19%	17%	12%	21%



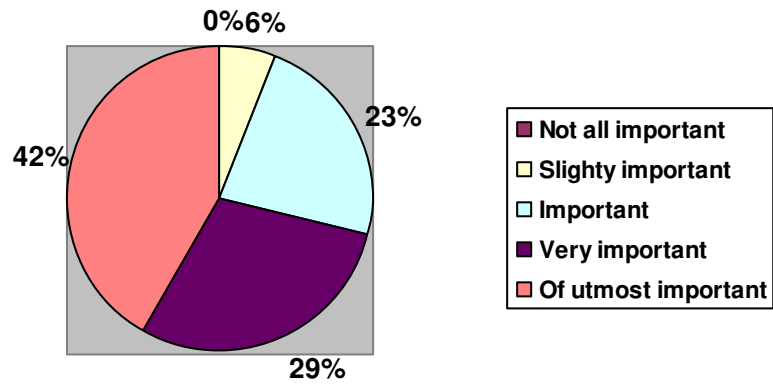
Equity in the workplace.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	0%	0%	28%	35%	37%



Pleasant work environment.

No. of respondents	Not at all important	Slightly important	Important	Very important	Of utmost importance
100	0%	6%	23%	29%	42%



CHAPTER 05

**SUMMARY OF FINDINGS, CONCLUSION &
RECOMMENDATION**

FINDINGS

Findings are based on the kind of responses received through questionnaires and short interviews. The variables chosen for the research were placed on the basis of gender, management levels, age and departments. The results of the findings are explained in depth in the following section:

Gender:

Most of the respondents in this research were male employees but female employees were also included in the sample. Increasingly more and more women are entering the corporate world. Both genders' responses revealed interesting findings:

- Most managers disagree to the fact that there is no discrimination between female and male employees. Female employees are given privilege and flexibility wherever possible which creates a feeling of unhappiness amongst other members of the bank.
- Many females tend to disagree to this fact and it is believed that biases are strongly involved in this regard. Many male employees complained that females leave the work place as soon as the time is over. They are seldom asked to stay back for overtime or work harder during rush hours. Whereas on the other hand most female employees responded negatively. They did agree to the fact that Citibank is a pleasant place to work but at the same time become emotional while receiving negative feedback about their performance.
- Moreover the most important factor for the male employees for job satisfaction is equity in the workplace and salary packages. Female employees are more prone towards a pleasant work environment.

Management levels (upper, middle and lower level managers/employees):

If I base my results purely on the basis of number of responses received for each management level my results indicate that the middle level employees form a major portion of the respondents. However I have to adjust the result for the number of

responses I received from each management level. Therefore I cannot conclusively say that on an average so and so employees are satisfied or dissatisfied and their perception is the same or different.

Therefore rather more in-depth analysis of the results indicates the following:

- Middle and upper level managers seem to be most optimistic about Citibank. They think positively about it and look forward to its further growth and development. Most managers agree that Citibank is a pleasant place to work. These managers belong to all levels. Salary competitiveness also indicated interesting findings. New entrants at middle levels feel negatively about the amount of salary received by them and so do lower level managers including assistants and trainees.
- Most upper level managers agree to the fact that they have a long term future for themselves at Citibank. When other managers at different levels especially at lower levels that respond asked was negative and they placed emphasis on working in any organization that could provide them with better benefits. Mostly upper, middle and lower level managers are in coherence with the fact that Citibank provides services in an effective manner to its clients.
- In respond to the value that Citibank places on its employees the findings simply reveal that the managers at upper level tend to agree to the fact as well as the lower level managers. But middle level managers tend to disagree. Many middle and lower level managers agree to the fact that Citibank's hiring policy is not as fair as it should be. This aspect hampers the bank's image and growth and reduces employee morale. Upper level managers also agree to this fact but they themselves play an integral part in the hiring to inappropriate staff. Workspace varies according to management levels. All managers seemed to be content with the amount of workspace provided to them.
- Most middle and lower level managers strongly agree to the fact that Citibank will provide better monetary benefits to them with the passage of time and according to the improvement in their performance. Technological resources include the means and ways through things and other processes are done. Most upper and middle level managers agree to the fact that Citibank manages its

technological resources effectively. About professional advancement again middle and upper level managers seem to be quiet satisfied. They think that Citibank is a giant organization and professional advancement is placed strong emphasis.

- Both lower and middle level managers and some of the upper level managers agree to the fact that feedback is essential for improvement in the ways things are done. Almost all employees at Citibank are well aware of the goals and objectives that the bank needs to achieve. Interestingly many employees almost equal in number at all levels disagree on one point and that is the amount of money received in return for the work done. Either the money is too low or the workload is too much. The clients in turn suffer as well.
- The findings related to the formal problem solving processes at Citibank are not commendable. Therefore loopholes were found in this regard. Most upper and lower level managers agreed that their colleagues are competent and qualified people. Moreover job related training is also provided to new as well as old entrants to cope up with the demanding situations and environments. Most upper and middle level managers were in favor of this fact.
- The performance review system according to mostly upper and some of the middle level managers is fair enough but somewhat rigid. Employees at all levels complaint about the work schedule. Too much overtime especially during auditing and closing is placed on employees. This aspect is not negatively perceived by the employees at Citibank.
- Communication system revealed somewhat ambiguous findings. Some managers agreed that it is effective and some disagreed. The service provide to employees could be improved as per many employees due to changes and technological advancements. Citibank is also perceived as an organization where corporate values are shared and known by all the employees. All employees believe that their respective supervisors are skillful and competent. In turn employees get enough opportunities to overcome their weaknesses.
- Moreover another interesting finding turned out to be that Citibank is not open to the employees' ideas. Ideas generate from the top and are supposed to be followed

by all. Also many employees did not know whether Citibank is an equal opportunity employer or not. All in all Citibank does not suffer from any sort of management problems and standard procedures are followed.

- Managers at all levels agree to the fact that Citibank's success depends on the quality of service it provides to its clients as well as innovation. For job satisfaction middle and lower level employees place a strong emphasis on the kind of feedback received by them by their bosses or supervisors. They also believe that pleasant work environment encourages them and enhances their performance. Moreover that fact that all employees at all levels are treated equally is a fact of prime importance. For upper level managers good communication throughout the bank is a factor of prime importance. They believe that sharing of information and values effectively is what is most important for a successful for a bank to grow and prosper.

Age:

Age plays a very important factor in determining perception of an employee as well as the level of satisfaction. About 40% of the respondents were in the age bracket of 26 ~ 35, another 23% were from age group of 36 ~ 45, while 15% of the respondents were in the age bracket of 46 ~ 55, the rest 22% were above 55 year of age. The overall trend with respect to age bracket clearly depicts the following:

- The employees falling within the age bracket of 26 ~ 35 are more or less young individuals in the process of understanding Citibank's values and culture. These are the most unsatisfied employees and their perception about Citibank's performance is also worrisome. These employees look forward to money as a factor of prime importance for themselves.
- In terms of age the most satisfied group fall in the bracket of 36 ~ 45. These are the individuals who have spent a great amount of time with the Citibank. They are content and satisfied with the bank's performance and are motivated to continue working in the Citibank and serve it with the highest limits possible. These employees are not concerned about switching their jobs. They have family

responsibilities and cannot afford to have a single day of unemployment for better search of jobs.

- The employees falling within the age bracket of 46 ~ 55 were the least in number. They were mainly upper and lower level manager. The upper level employees of 46 to 55 are the premium employees as the head of collections quoted. Lower level employees were the most loyal employees falling within 46 and 55 years of age and did not have many complaints.
- The employees above the age of 55 were very few in number. According to them Citibank is an organization that not only they have served but the bank itself had served them through thick and thin. The satisfaction level seemed to be more or less favorable.

Departments:

Three departments were approached for the research namely Collections Department, Human Resource Department and Sales Department. The topic chosen for the research essentially involves human resource therefore it is not surprising that a major portion of the research took place in the Human Resource Department of Citibank. The rest of the respondents were from sales and collections departments respectively. However the variables yielded some interesting findings:

- The larger portion of the respondents defined Citibank as a pleasant place to work at. The name says it all said many of the employees. What keeps most satisfied one employee at one department varies significantly from the other employee's perception and therefore level of satisfaction also varies.
- Most of the respondents form Human Resource Department revealed that motivation for them is feedback and feedback comes from higher and superior performance of the bank in relation to the competitors. Although hiring department seemed to be most dissatisfied with the fact that increasing appointments and recruiting is being done purely on political basis which will hamper the bank's performance in return.

- In the sales department achieving targets and objectives is a very important factor of measuring employee performance, perception and satisfaction. Feedback is an essential motivating factor as well.
- At collections also more or less the findings were more or less similar to those found at the collections department. With the minute difference of the fact that good communication was perceived to be very important by the employees of collections department.

CONCLUSION

This research reached to the conclusion that in most cases employee satisfaction level is very important factor in providing superior customer value and in turn superior performance for the organization as well. It was observed that it is very important for Citibank to keep itself up-to-date from the current technology & updates. Major variations exist in the employees in terms of age, gender, departments and management levels. Keeping track of all these variables is very important for the Citibank's management. It is important to keep employees satisfied but then again it was also found out that one cannot keep everyone satisfied at the same time. People come to Citibank with a lot of expectations and they feel highly dissatisfied with the job and also perceive negatively about the bank's image and performance when these expectations are not met. Moreover another supervisor said that employees cannot keep others in the workplace happy. Therefore measures should be taken to keep employees' morale up and keep them busy in productive activities. Employees are most satisfied with monetary benefits as well as interpersonal relationships within the bank. Therefore good communication system as well as a pleasant work environment is essential for the employees.

When Citibank talked to its employees about their company and what it all needed to do to be the most respected global financial services company, the executives were struck by their passion and dedication and excited to hear their many thoughtful suggestions. They clearly care and are prepared to do what is right to keep this company on course for the long term.

The fact that Citibank meets the needs of its clients, shareholders, and franchise so consistently is due, in no small part, to its talented and diverse employees, who are determined to succeed and hold themselves accountable. They value teamwork, take pride in what they do, and perform their jobs with integrity. This is what Citibank values in its people and what Citibank looks for when it brings talent into the organization.

Citibank's efforts to make Citigroup an attractive place to work are reflected in the many workplace awards Citigroup receives every year. In 2004, among the hundreds of honors,

Citibank was proud to be named to *Working Mother* magazine's list of "Top 100 Companies" for working mothers. Citibank was also ranked number two in *Fortune* magazine's ratings of where MBAs prefer to work and number two in *DiversityInc* magazine's "Top 50 Companies for Diversity."

RECOMMENDATIONS

The recommendations suggested are as follows:

- Citibank should announce better and improved salary packages for the employees to retain them and keep them satisfied at all levels. Moreover bonuses should be given to employees once or twice every year.
- Changes in the hiring policy are in dire need. As almost all employees complained about unfair hiring policies and the Human Resource department also faces difficulties in recruiting and selecting employees the whole hiring system needs to be changed and improved. Employees should be hired purely on the basis of merit.
- Training processes should be improved and employees should be given ample opportunity to participate in training and development programs as frequently as possible.
- Communication system needs to be improved so that the flow of information becomes easy and company values are easily transferred. In this the formal problem solving process will be improved automatically.
- Discrimination between male and female employees should be minimized. Moreover the work hours should be managed in such a way that both male and female employees spend equal amount of time working in the bank.
- Hours for feedback should be restricted to half an hour everyday after the work is over so that employees receive daily feedback and do not take any wrong moves that might hamper the performance of Citibank.
- Just as customer complaints are listened and taken care of so should the employees complaints and suggestions should be taken care of. The bank should open itself to new and innovative ideas.