

Report On
Factors that influence employee motivation in Jamuna Bank
Limited

By

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

BRAC Business School
BRAC University
August 2019

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Declaration

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Letter of Transmittal

Syed Mahfujul Alam
Lecturer,
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66 Mohakhali, Dhaka-1212

Subject: Submission of internship report on “Factors that influence employee motivation in Jamuna Bank Limited”

Dear Sir,

With due respect, I am submitting my internship report on “Factors that influence employee motivation in Jamuna Bank Limited”. I have tried to reflect my 12 week internship experience while preparing this report. The main objective of this report is to find out how motivational factors are affecting job performance of Jamuna bank employees.

I want to thank you for your constant guidance while preparing this report. I tried my level best to follow your instructions and hope that the report will meet the required standard.

Sincerely yours,

Sakib Khan
15304033
BRAC Business School
BRAC University
Date: August 28, 2019

Acknowledgement

Firstly, I am grateful to the almighty Allah for giving me the strength and ability to complete my report. It is a great pleasure to acknowledge that this report was really a great learning curve for me. My heartiest appreciation goes to Shirin Akter, operation manager of Jamuna Bank mohakhali branch for keep supporting and encouraging me. In addition, her supervision helps me a lot to complete this report successfully. My special thanks go to all the banker of general banking department of Jamuna Bank mohakhali branch for supporting and providing all the necessary information which I needed for this report. Lastly, I would like to express my gratitude to my advisor Mr. Syed Mahfujul Alam for his continuous guidance and instructions throughout my internship program.

Executive Summary

This report entitled as “Factors that influence employee motivation in Jamuna Bank Limited” was done to find out the motivational factors for Jamuna bank employees. This report analyses few key factors and its impact on employees’ job performance. Few important factors like salary, opportunity for promotion, freedom etc. are directly affecting job performance of Jamuna bank employees which is mentioned and described in this report. Jamuna bank is providing some facilities for employee satisfaction but still there are few rules and policies which are demotivating employees. This report suggests few recommendations to overcome those problems. In addition, the survey report reflects employee’s thoughts, opinions and feelings regarding this issue. Lastly, all the employee motivational factors are playing a key role on Jamuna bank’s overall productivity and growth.

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List of Acronyms

- AVP - Assistant Vice President
- VP - Vice President
- SVP - Senior Vice President
- EVP - Executive Vice President
- SEVP - Senior Executive Vice President
- ATM - Automated Teller Machine
- SMS - Short Message Service

Glossary

- **Designation:** An official position or title.
- **Insurance:** A contractual agreement where one party compensate specific loss or damage of another party.
- **Organogram:** A diagram which represents an organization's structure.
- **Scheme:** An organized system or plan for attaining something.
- **Survey:** A process of data collection.

Chapter 1: Introduction

1.1. Background of the Report

Motivation is important to influence individuals to get highest possible results from certain tasks. Motivation helps an individual to believe they are capable of doing tasks and achieve the target of the organization by performing well. Factors like salary, organizational culture, relationship with boss and colleagues, personal life affects employee performance. These are the factors influence employees while understanding what they want to achieve as an individual and create a dynamic working unit to make their organization more profitable. Workplace education and learning plays a very important role to improve an employee skills, attitudes and behaviors. It also helps to create a better organizational culture where employees can share their ideas and show their skills. Having good relationships with colleagues also helps an employee from recovering their personal problems and helps to become more dedicated to his work life. A friendly and well-behaved team leader is also important because he can encourage his team with wise words and assist them so that they become more productive. Many people say that the most important thing which encourages more to an employee is his salary. It is also proven that the person who is satisfied with his payment is tend to become hardworking and productive in his workplace. So, it is the duty of an organization to ensure regular payment and also giving the amount what they deserve according to their contribution. Employees become more satisfied when they get acknowledgement and reward for their hard work. Jamuna bank has a well-organized payment system, well trained and experienced managers, hard working employees and HR policies & guidelines which are very helpful for an individual to work in this bank. Employees also can take sick and others leave in emergency cases. Female employees can take six month leave for pregnancy purposes with payment. They can also get promotion according to their performances. These are the factors which actually motivates an employee to become a better worker and provide better services to Jamnua Bank.

1.2. Overview of Jamuna Bank Limited

Jamuna bank is one of the renowned banks of Bangladesh. Jamuna bank is basically a private commercial bank and its head office located at Dilkusha C/A, Dhaka. Jamuna bank has 132 branches here in Bangladesh. Jamuna Bank Ltd. has established well organized internet banking system to make the service easier to its clients. Jamuna bank provides all the modern banking facilities and it has established a strong brand image. Jamuna bank provides services like saving accounts, deposit accounts, debit and credit cards, home and business loans etc. It also provides services to help entrepreneurs so that they can set up new business. Though Jamuna bank basically provides conventional banking services but it also offers Islamic banking through

designated branches. In 2005, Jamuna bank started online banking system to provide better customer services than before. It has also successfully established 82 ATM booth throughout the country so that customers can withdraw their money from account by using their debit card easily. Monthly Savings Scheme, Marriage Deposit Scheme, Millionaire Deposit Scheme, Lakhpati Deposit Scheme, Education Savings Scheme, Kotipati Deposit Scheme, Monthly Benefit Scheme, Monthly Savings Scheme and Double Growth Deposit Scheme these are the offers provided by Jamuna bank to its customers. Jamuna bank also does few activities as a part of their “social responsibility” program. Such as taking responsibility of poor meritorious student by providing fund for their cost of studies. In 2018, Jamuna bank did a fantastic job as their profit amount was 620 crore Bangladeshi Taka. Jamuna bank also provides SMS service & internet banking service to its customer which is quite popular among the customers. Attractive offers and helpful customer services are the main reason why both individual customers and corporate organizations are taking their banking services from Jamuna bank limited.

1.3. Vision

Jamuna bank has a vision of becoming a leading bank of Bangladesh and they also want to do some remarkable job for the overall development of the country.

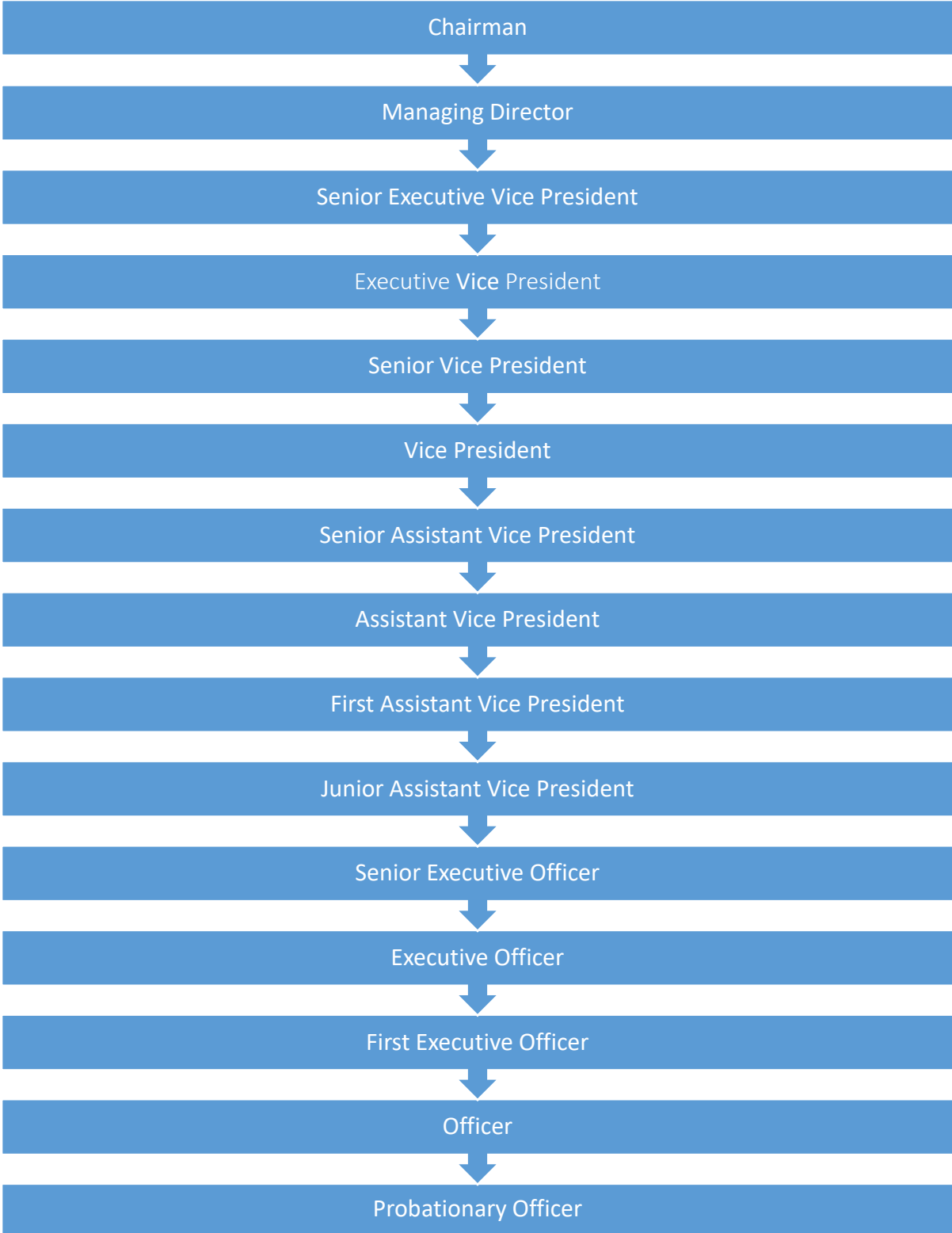
1.4. Mission

Jamuna Bank’s mission is fulfilling differing needs of its clients through a variety of products at a reasonable price by utilizing proper technology and providing services timely so an economic development, sensible return and commitment to the improvement of the nation can be guaranteed with a motivated and expert work-force.

1.5. Objectives

Jamuna bank’s objectives are quite specific. They want to become one of the top bank of Bangladesh in terms of profitability and assets quality. They want to improve their service quality by developing strategic marketing plans. They also want to maintain their CAMEL rating strong. They have a plan to introduce fully automated system by using the latest information technology. They are focusing on to develop and to retain a quality work force by introducing effective human resource management system.

1.6. Organogram of Jamuna Bank Limited



1.6. Intern's Role and Responsibility

As an intern of Jamuna bank mohakhali branch I worked in their general banking division. It was a great opportunity for me to work with some of the hard working & talented bank officer. I worked 3 months there & gain practical experiences on banking. My duty time was 10 A.M. to 5 P.M. and 5 days per week. My supervisor name was Shirin Akter who is also the operation manager of the mohakhali branch. During my internship period I basically did these:

- Opening new accounts.
- Helping customers on writing their account opening form
- Receiving cheque and documents
- Inward and outward data base entry
- Providing information about different types of services & offers of Jamuna bank to the customers

I worked with a team who were very helpful to me that is why it was became easier for me to cope-up with the environment and learn so many things about banking. I also learned how to provide customer service politely. The internship program also help me to learn how to maintain regular schedule in corporate job sector which I believe will help me a lot in future.

Chapter 2: Literature Review

Motivation is an essential part for the development of employees in an organization. Motivated employees tend to become more productive, more dedicated towards their work. In order to motivate employees the managers must fulfill needs of his employees and provide a suitable working environment where they can share their knowledge and skills. If a manager successfully able to motivate his employees it will help to increase the effectiveness of the organization. By using a team of motivated employees it becomes easy to complete difficult tasks and overcome many challenges at work. If the employees satisfy with their workplace and cooperate with each other effectively it becomes easier for the management to achieve their overall organizational goal.

2.1. Maslow's Theory

Abraham Maslow's theory of motivation is an important theory to understand human motivation. In his motivation theory of needs he basically differentiate human needs into five categories, those are:

- Physiological needs
- Safety needs
- Social needs
- Self-esteem needs
- Self-actualization need

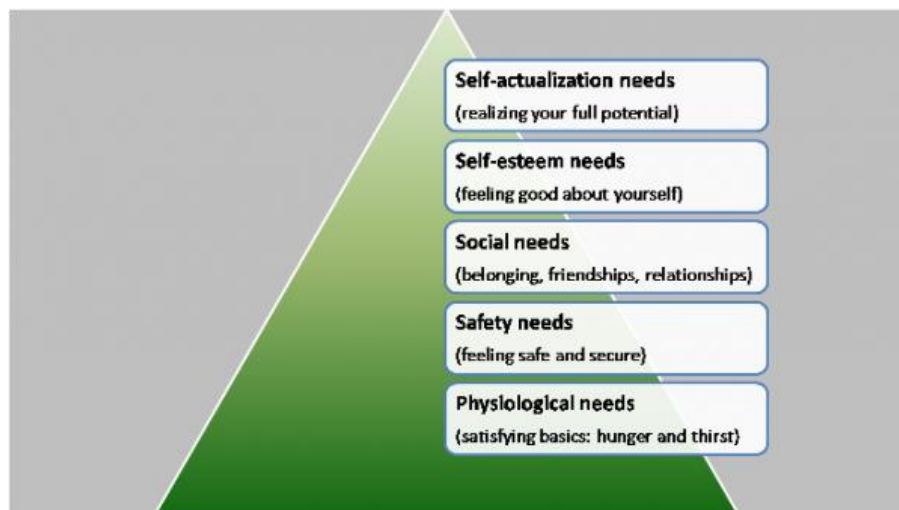


Figure 1: Maslow's Theory

The theory was represented as a hierarchical triangle by Maslow. He established a model and said that human have hierarchy of needs. He suggested that, at first human being tries to fulfill his basic need then he focuses on to satisfy other high level needs. An individual never looked for higher level of needs before satisfying his lower level of needs. For example, firstly an individual must met his physiological need like hunger and thirst, after satisfying these needs then he can focus on the next need which is safety and he should look for the next need of that hierarchy. An employee tends to become more motivated if he can fulfill his hierarchy of needs. Here is the short description of those needs:

- **Physiological needs:** These needs are essential for human being to survive, e.g. food, water, clothing, shelter etc. According to Maslow physiological needs are the most important among all the needs because human being cannot live or survive without these things.

- **Safety needs:** The next level needs are for security and safety, e.g. personal & financial security, protection from injury & accident, health care etc. Ensuring proper security for family is important. For an employee ensuring job security and providing safe working environment is vital to make him comfortable at work which is also part of his safety needs.
- **Social needs:** This need is also known as a love and belonging needs. Human needs support from his family, friends and colleagues to fulfill their social needs. It is so important for a human being to get the social acceptance, support otherwise he can suffer problems like depression and loneliness. In workplace it is so important for a manager to ensure employees know each other well, trust each other and build a strong bonding among themselves.
- **Self-Esteem needs:** The fourth level of Maslow's hierarchy is basically self-esteem and respect. People want social appreciation and respect from others for their works and activities. Employees want their efforts are valued by their colleagues and manager so that they can feel they are making an important contribution for the organization. People who got social recognition for their efforts are become more confident in life. As a manager it is important to ensure everyone is getting valued so they become more satisfied.
- **Self-actualization:** It is basically realizing your full potential. It is the desire of reach his full potential by using his talents and capabilities. Self-actualizing people know their worth and hardly care what others think of them and always try use their abilities to fulfill their desire.

2.2. Herzberg's Theory

Herzberg's two factor theory states that there are two factors which influence job satisfaction in the workplace. Those are:

- **Hygiene factors:** This is basically known as maintenance factors. Though these factors are not intrinsic part of job but it is related with the condition where the job needs to be performed. Job security, Paid insurance, salary, working condition, company policies, paid insurance, interpersonal relation with colleagues etc. are considered as hygiene factors by Herzberg.

- **Motivational factors:** Herzberg said that hygiene factors cannot be considered as motivators. He also said about another factor which known as motivational factors. Motivational factors are intrinsic part of job and important for employees to do their best at work. These are some motivational factors e.g. recognition for one's performance, achievement, responsibility, meaningfulness of the work.

Chapter 3: Methodology

3.1. Overview of Methodology

For this report I used both primary and secondary data. Primary data was collected through these methods:

- Conversations with my supervisor and few of the employees of Jamuna bank Mohakhali branch.
- By conducting a survey.
- By observing the attitude of the employees during the time of internship.

I conducted a survey of 10 employees in Jamuna bank mohakhali branch. Where I put questions related to employee motivation. I gathered many important answers through this survey while preparing this report. It is also easier to find answers of few sensitive questions through survey which majority of employees do not want to tell face to face.

I also used secondary data to prepare this report more reliable. Basically for the literature review I have to research a lot. The sources I used to collect secondary data were:

- Official website of Jamuna bank.
- Articles and journal paper from different websites.
- Textbooks which I used for Human Resource Management major courses.

After collecting all these data I analyze to identify the factors which are affecting the motivation level of the employees and to realize how much satisfied they are.

Chapter 4: Findings and Analysis

Now I am going to describe Jamuna bank employee's motivational level by observing survey report. I took survey of employees and also personally asked them different types of questions to know whether they are satisfied are not. Now I am going to describe few motivational factors here:

4.1. Salary and Other Benefits

Salary is really an important thing as employees have to fulfill their basic needs. Receiving regular payment satisfied an employee and motivates him at his workplace. A lot of people considered salary is the most important factor for motivation. Although in reality salary is basically a short term satisfaction. In a long run salary is not a main factor which helps an employee to improve his performance but getting a handsome salary reduce dissatisfaction. Those who got better payment tend to do more for the organization. Jamuna bank employee's salary is not too high compare to other top banks of Bangladesh but they got a decent amount of money. According to survey report 30% are happy with their salary and 50% are not fully sure about it. Only 20% said they are not happy with their salary. Sometimes they have to do overtime duties but they do not get extra payment for that. For this reason some employees become dissatisfied. Overall, their salary amount is good but for the junior officers they deserve a bit more. Junior ranked officers like first officer's salary range is like from 26000 to 30000 taka which needs to be improved as their workload is huge. On the other hand, senior ranked officers like AVP, VP, SVP, EVP and SEVP salary is quite as they all got more than 1 lakh taka per month. Jamuna Bank employees got a decent amount of money as Eid bonuses which they got two times per year. Other than the festival bonuses there are benefits like provident fund, insurance policy, gratuity system provided by the bank. For the gratuity benefits, employees who work at least 5 years continuously for Jamuna bank are considered as eligible to take this benefit. In addition, the provident fund is one of the important benefits for the employees for their post retirement life. Jamuna bank contributes about 10% of the basic salary of their regular employers for provident fund. Employees only can take this fund after their resignation or retirement from his service. Jamuna bank management has all the right to control and maintain this fund. On the other hand, there are also opportunities for them to take loan like home loan, car loan etc. from the bank. Employees whose designation is AVP or higher also got car allowance which includes fuel, driver and other maintenance costs. Employees can take up to 14 days as sick leave with payment in a calendar year. In addition, female officers can take 6 month with payment leave during their time of maternity & they can also extra 6 month maternity leave if needed but it will be considered as non-paid leave according to the bank policy. In case of emergency situation like an employee is hospitalized for some reason Jamuna bank limited provides 21 days leave with payment to him or her. Overall, the compensation and benefits packages are quite good in Jamuna bank limited to ensure a better lifestyle for their employees.

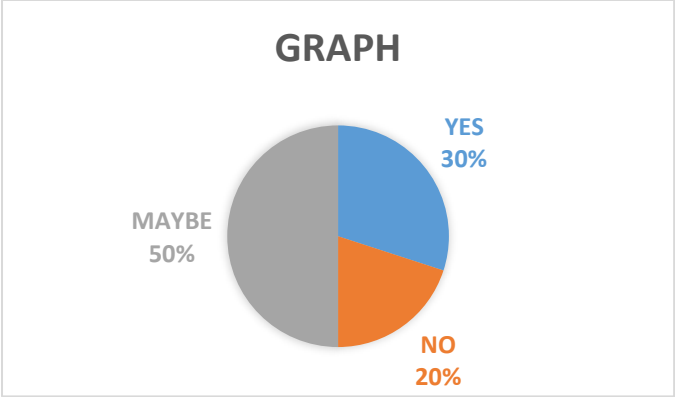


Figure 2: Satisfied with salary and other benefits

4.2.Relationships with Colleagues

It is so important in the workplace that the employees trust and respect each other's. A team effort is needed to ensure that the organization can achieve their goal. Good understanding among themselves also helps the employees to become more confident in the workplace and also helps to reduce the stress level. A workplace where employees values each other's efforts and helps each other's actually helps the organization to gain high productivity. In Jamuna bank Limited's mohakhali branch I have found that most of the employees are satisfied with the relationship with their colleagues. Only few think that their colleagues cannot cooperate with them effectively. I have seen helpful employees who tried to do their job as a team in Jamuna bank mohakhali branch. This bonding affects a lot in their overall growth of the branch and that is why mohakhali branch is one of the leading branches in terms of profitability among all the branches of Jamuna bank limited.

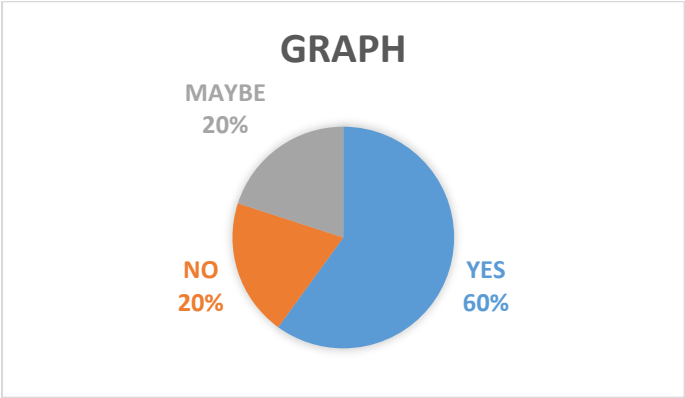


Figure 3: Colleagues cooperate effectively

4.3. Management Style

Leaders are the one who shows path to a team to gain its desired goal. Without a proper leadership no organization can run its activity or business successfully. The way the leaders or management group run the organization considered as a management style which is also related with the satisfaction level of the employees. A leader has to provide proper guidance to its employees and help employees to understand about their duties and responsibilities. Relationship between employees builds through effective communication. If the managers are able to understand employee's needs and feelings and always support them then the organization can easily achieve its goal. In Jamuna Bank mohakhali branch I have found that most of the employees are not happy with the management style of their supervisors. Majority of them think they are not valued properly. They think they deserve more appreciation from the management as they are working hard for their organization. They also want that their supervisors should take opinion more seriously while taking any important decision. These are the few problem are making employees dissatisfied a bit which might hamper their growth and individual development.

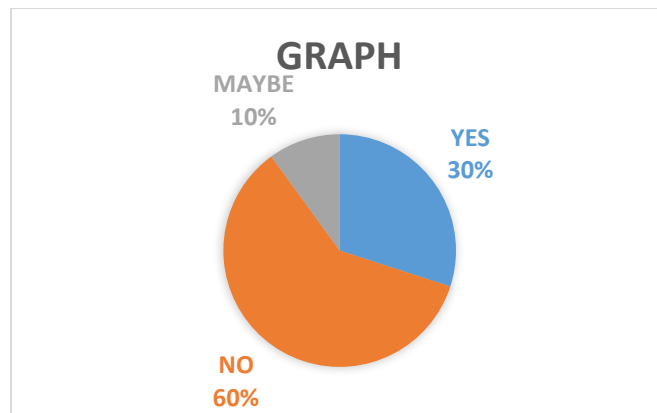


Figure 4: Satisfied with the management style of supervisor

4.4. Organizational Culture

An organization's own culture and environment has an important impact on its employee's productivity. A company's working environment, mission and vision, values, ethics, goals are the main elements of its culture. Every company has their own rules and regulations to operate their business so that they can achieve their goals. Company culture influence employees to learn and set up their own target and help them to achieve better result. A working environment where employees respect

each other's decision, communicate among themselves effectively, shares each other's thoughts actually motivates employees a lot and they become more dedicated to their job. In Jamuna bank mohakhali branch I observed that there are number of employees who are always communicate with each other's and sharing their thoughts so that they can reduce their work pressure and make their work life more flexible. This is actually needed to build a strong company culture where everyone got their chance to show their skills and got appreciated for their efforts.

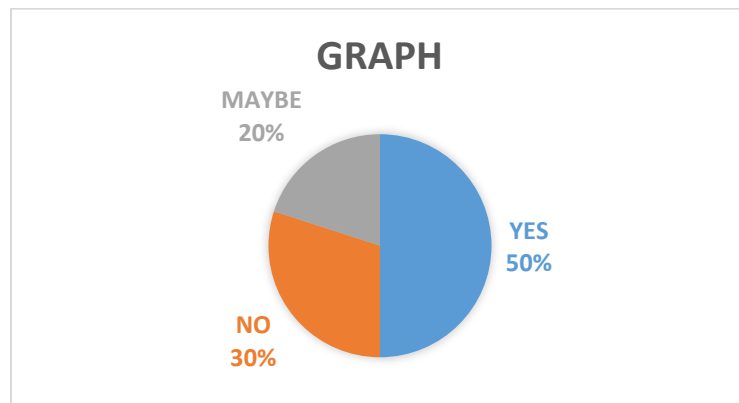


Figure 5: Satisfied with working environment and company culture

4.5. Personal Life

Employee's personal life has a close connection with their job performance. He who is going through personal problems cannot concentrate with their job life properly which makes him depressed. Support of colleagues and boss are important for those who are dealing with personal problems and going through a tough phase. An organization need to make proper guideline to follow so that employees can make balance between their job and personal life. If employees can overcome their challenges in personal life and got the support and trust from his organization he tend to become more committed to his job. In Jamuna bank, employees can took leave in terms of emergency cases like sick or accidental issue, personal or family problem so that they can resolve their problem and get back to their job with a fresh mind. One negative thing I have also observed and also reflect on my survey report that majority of employees are not satisfied with their regular working hours. They feel that their regular working hours a bit more that they are expected. Actually it is true that their regular working schedule is 10 a.m. to 7 or 7.30 p.m. which is basically took 9 to 9.30 hours every day. This is actually a major problem because they are getting less time for their personal and family life. An eight hour working day could reduce their stress level and they can get more time for their family. Positive thing is that employees are getting support from their colleagues for their personal problems which I observed in their mohakhali branch.

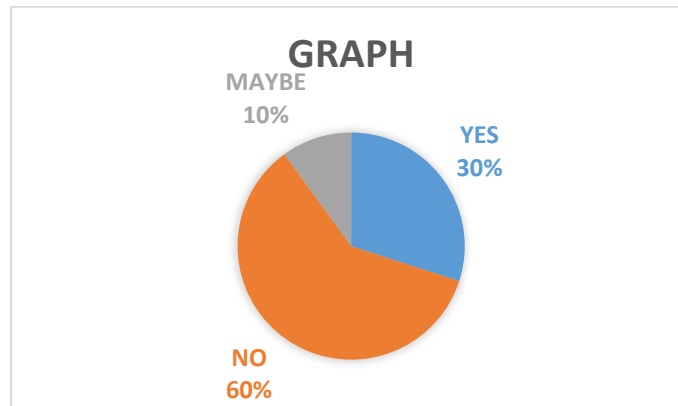


Figure 6: Satisfied with the flexibility of working hours

4.6. Learning and Development

Learning & development is so essential for the overall growth of the employees. To acquire new skills and to prepare for the competitive job market employees need to be trained well. Lack of personal development can be the reason of job dissatisfaction. Managers need to provide proper guidelines so that the employees can improve their performance which is also so vital for an organizations overall growth. Jamuna bank limited is also so concern about their employee’s personal development that is why they offer different types of training programs. Jamuna bank limited has their own training and research academy. This training and research academy got modern facilities and the academy is controlled and guided by the Jamuna bank Limited’s human resource development division. The academy has a professional library, Modern training equipment’s, well-educated trainers. For these reasons it is considered as one of the best training academy among the private bank of Bangladesh. The academy regular conducts different types of seminar related to banking sector and also conducts different types of courses. Besides these courses they also send their employees to Bangladesh Institute of Bank Management (BIBM) and Bangladesh Bank Training Institute (BBTA) because these institutions provide high quality professional training. These types of training programs help employees to develop their skills, to learn about banking culture. Specially, for the newcomers these training programs help them to adopt with the organizational culture and apply their knowledge, skills and creativity. Jamuna bank human resource division observes their employees yearly performance and identify their training needs. After that HR division provide training facilities according to their training needs. They believe that, to adopt with the changing market the employees also need to upgrade their skills. I asked Jamuna Bank mohakhali branch employees about their training and most of them are satisfied with their training program and facilities.

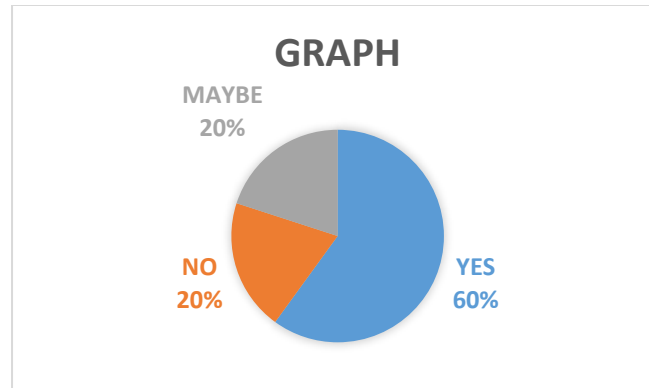


Figure 7: Satisfied with training facilities

4.7.Opportunity for Promotion

Job promotion is closely related to employee motivation. Promotion is basically a reward for an employee’s consistent excellent performance at work. As a reward employees got higher rank in the organization along with higher payment. Promotion motivates an employee increase his productivity. Promotion is official recognition of an organization to his employees for their hard work and employees feel valued for their efforts. Promoted employees tend to be more loyal for his organization and they become more passionate for their workplace. In this era of competitive market promotion is also a major key for the HR officers to retain their talented & hardworking employees. Jamuna Bank Limited is also has a systematic job promotion process. They can get promotion after every 3 years but it depends on their performances. HR division observed and analyzed their performances and decides who deserve promotion. Promotion also increases their salary and other benefits which is a satisfactory sign for them. Though some employees think that there are not equal chances for promotion and they believe few employees are getting extra advantages for promotion. On the other hand, it also true that there are not much gender discrimination in Jamuna Bank Limited as both the male and female employees got equal opportunities for promotion. I have also seen number of higher ranked female employees working successfully in their mohakhali branch and they are doing a great job.

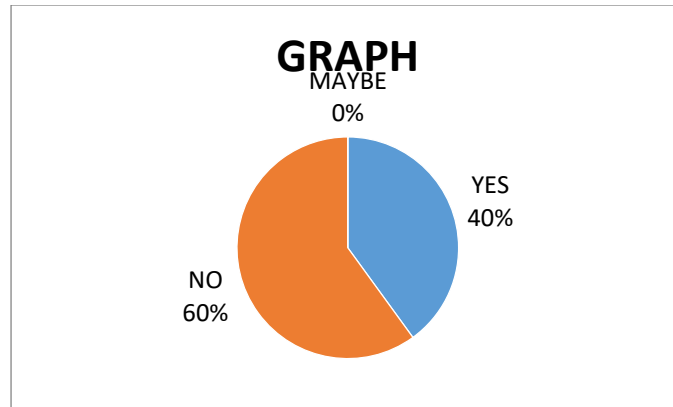


Figure 8: Equal opportunity for promotion

4.8. Job Security

Job security is basically ensuring employees that they will keep their job and they have a less chance of losing it. Employee's loyalty depends on job security. When employees have job security they shown more dedication. They can make a long term plan and try to use their knowledge and skills for company's betterment. In this modern era people have fear of becoming unemployment because of globalization and technology. People who have less knowledge on modern technology are at high risk of losing their job unless they are acquiring new skills. On the other hand, globalization makes it easy for the organizations to hire highly skilled employees from different countries at a cheaper rate. People are also highly aware of this issue; talented people don't want to join in an organization without having proper job security. Ensuring job security has a bigger impact on employees overall performance. Low job security causes job dissatisfaction and people become more concern about their future which decreases their productivity. Few research based study also suggests that job security has a major impact on an organizations overall performance. To achieve a company's overall target it is important to have a dynamic and hardworking team who will work hard and use their creativity. Without job security it is not possible to retain employees within a team which can affect a company to implement their plan. In Jamuna Bank Limited they made contracts with their employees while recruiting them. As a reputed organization they try to ensure job security since they know it is so important to retain talented and experienced employees. Employees can lose their job if they do crime like stealing bank's money, taking bribe from client to provide loan or other crimes which is strictly prohibited by Bangladeshi law. Without doing a major crime it is hard to lose job in Jamuna bank. If the employee's shows dedication towards their work it is pretty sure they can retain their job. Now-a-days, it is also important to adopt new skills since below average

performers also have risk to lose their job in Jamuna bank. Hard working and dedicated employees are valued properly and they have much more job security than others.

4.9. Conflict Management

Different types of people work in an organization. Different age group, family, educational institution all works together for an organization. So, it always has a chance of conflict among the employees or managers. Fighting with co-workers is always hampers mental peace of employees and productivity of an organization. Employees have to give their hundred percent to make their organization profitable but if they engaged with fighting with each other it never possible to give their best at workplace. Conflict wastes employees energy and de-motivated them which creates the workplace more complicated. For this reason managing conflict at workplace is so important to make the work place environment better for everyone. Managers have a huge role on this issue since they are the one who have to prevent conflict among employees. Developing strong communication, building trust, showing trust and respect among employees, treating everyone fairly etc. are the ways of managing conflict. Leaders have to create an environment where everyone is treated fairly and mutual respect among employees is mandatory for team work. An organization also needs to have strict rules and regulations for the ones who creates problem at workplace. If needed, some of the employees can be fired to make the working environment better for everyone. Most important thing is proper guidelines from managers to solved personal problems among employees. In Jamuna Bank limited, manager and operation manager have the responsibility to managing conflict at branch. Whenever employees have problems with each other they can talk to their operation manager for solution. In case of major problems they can also talk directly with their branch manager. I have observed manager and operation manager is also serious and conscious about this issue in their mohakhali branch. Friendly behavior with each other is the main key to avoid fight and work as a team to overcome challenging tasks at workplace.

4.10. Freedom

Employees feel happy and comfortable if they got freedom in their workplace. They like to do their tasks without much interference of others. Freedom at workplace leads to higher motivation which actually boosts up an employee's self-confidence. Allowing employees to do their own work increases their productivity and leads to greater success for the organization. Flexibility at workplace reduces the stress level which actually helps employees to become more dedicated to their workplace.

Allowing employees to share their ideas and involving them in decision making is a good sign for the organization. If a managers do this then his employees feel valued and they also feel that they have the freedom to implement their ideas at workplace. In Jamuna bank mohakhali branch employees found it a bit difficult to work with freedom all the time. They have to do their work according to instruction of their supervisors. Employees have said their supervisors directly affect their job performance. In minor issue or tasks they have freedom to work with their own way but in case of major or important tasks they have to do in the way what their supervisors advised. In case of employees freedom at work Jamuna bank authority should be a bit more flexible since they have talented & experienced employees who are well aware of their job.

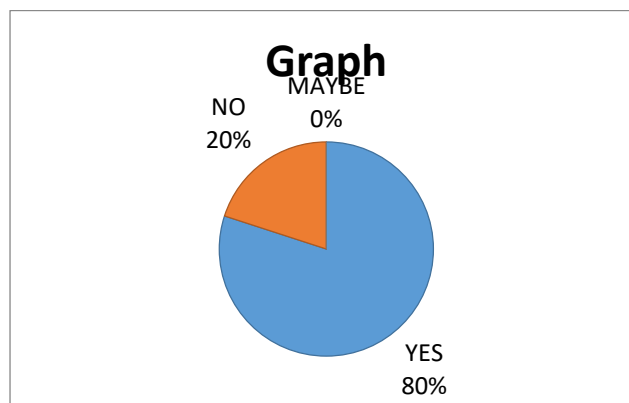


Figure 9: Supervisor directly affects job performance

Chapter 5: Conclusion & Recommendations

5.1. Conclusion

The objective of this report was to find out the motivational factors and its effect on job performance of Jamuna bank employees. Motivation is literally a major issue for both employees and their organization. This report tries to show how motivational factors are directly affecting of overall productivity of Jamuna bank limited. All the factors which this report suggests are highly engaged with employee performance. Jamuna bank authority is aware of their employee's motivational issues but still some of the rules, activities need to be looked out to reduce the stress level of the employees. Co-operating, properly valued them for their work, asking their opinion while taking decision is what managers can do to create an environment for their employees where everyone can feel satisfied. As Jamuna bank wants to be the top bank of Bangladesh it is important for them to maintain a working atmosphere where employees can find it comfortable and do their work spontaneously.

5.2. Recommendations

- 1. Reducing stress level:** An eight hour working day would be better for employees to reduce their stress level. Basically they have to work more than 9 hours per day. For this reason, they are not getting enough time to spend with their family. So, it is important to ensure flexible working hours so that employees can do their best at work.
- 2. Overtime pay:** Employees sometimes have to work extra hours or day but they do not get any extra payment for that, for example sometimes they need to go at office in Saturday which is weekly bank holiday or sometimes they have to do extra work during festival period like Eid. Unfortunately they do not get overtime pay for their extra working hours which de-motivate employees. So, overtime pay system should be introduced.
- 3. Freedom:** Employees have said that manager and operation manager directly affect their job performance. Managers need to give a little bit more freedom to the bankers. Managers can take employees opinion and ideas while taking any important decision to encourage employees.
- 4. Reward system:** Many employees of Jamuna bank limited are not properly appreciated or valued for their efforts. HR department can introduce reward system to reward the bankers who are doing excellent job for the bank. It will encourage employees to do their best and they will also feel that their organization valued their efforts properly.
- 5. Wage increase:** Junior officers should get a little bit more salary since they are getting less amount compare to other top banks of Bangladesh. Increasing wage for the junior officers will also can help HR officers to hire talented candidate.

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Appendix A.

Questionnaire

Topic: Factors that influence employee motivation in Jamuna Bank Limited

1. Do you think your manager or supervisor directly affect your job performance?
 - a) Yes
 - b) No
 - c) Maybe

2. Do you feel appreciated and valued at work?
 - a) Yes
 - b) No
 - c) Maybe

3. Are you satisfied with your salary and other benefits?
 - a) Yes
 - b) No
 - c) Maybe

4. Can your colleagues cooperate with you effectively?
 - a) Yes
 - b) No
 - c) Maybe

5. Are you satisfied with your training facilities?
 - a) Yes
 - b) No
 - c) Maybe

6. Are you satisfied with the management style of your supervisor?
 - a) Yes
 - b) No
 - c) Maybe

7. Are you satisfied with your working environment and company culture?
 - a) Yes
 - b) No
 - c) Maybe

8. Does everyone have the same chance for promotion in your organization?
 - a) Yes
 - b) No
 - c) Maybe

9. Do you satisfied with the flexibility of working hours in your job?
 - a) Yes
 - b) No
 - c) Maybe

10. Do you think both male and female employees treated equally in your organization?
 - a) Yes
 - b) No
 - c) Maybe