

**Report On**  
**Influence of HR Policies on Employee Motivation of Jamuna Bank Ltd**

**By**

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

**BRAC Business School**  
**BRAC University**  
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## **Declaration**

It is hereby declared that

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

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**Suman Paul Chowdhury**  
Joint Registrar & Assistant Professor  
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## Letter of Transmittal

Suman Paul Chowdhury  
Joint Registrar & Assistant Professor,  
Brac Business School  
BRAC University  
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Subject: Submission of Internship Report

Dear Sir,

This is my pleasure to display my entry level position provide details regarding 'Influence of HR Policies on Employee Motivation of Jamuna Bank Ltd', which I was appointed by your direction. I would like to take this opportunity to thank you for the guidance and support you have provided me throughout the course of this report. Creating this report in an organized way would have been impossible to complete without your assistance.

To prepare the report I collected what I believe to be most relevant information to make my report as reliable as possible. I have concentrated my best effort to achieve the objectives of the report and hope that my endeavor will serve the purpose.

I would really appreciate it you enlighten me with your thoughts and views regarding the report. Also, if you wish to enquire about an aspect of my report, I would gladly answer your queries.

Sincerely yours,

Wahida Tasnim Ahsan

15304051

BRAC Business School

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## **Acknowledgement**

It gives me immense pleasure to express my gratitude to few individuals who were a constant source of encouragement and support in preparing the report.

To begin with, I would like to express my gratitude to my honorable Internship Advisor Mr. Suman Paul Chowdhury, for providing his valuable advice and guidance in preparing the report. He has been a constant support throughout this internship period and has provided me his valuable feedback in every step of the process.

I would like to express my gratitude towards BRAC Business School for arranging the Internship Programs that allows students like us to gain a real-life experience of the work environment which would help us to prepare better for the future.

I would also like to thank Jamuna Bank Limited for providing me the opportunity to have such a challenging yet exciting opportunity to experience. I like to express my thanks and deepest gratitude to human resource department of JBL for giving me opportunity, appointment and lastly certification for the internship program that I have completed. I also want to acknowledge the guidance of the Manager and all officers and staffs of JBL (Foreign Exchange Branch), who spread their valuable time for me.

Lastly, I would like to thank my family and friends who helped me in writing the report by providing their valuable inputs

## **Executive Summary**

Jamuna Bank LTD is one of the most prominent banks in Bangladesh. It is well known for its organizational reputation, professionalism and expertise. This report attempts to evaluate the motivation level of the employees of “Jamuna Bank Ltd”. Since one of the key factors of an organization is its employees, the success or failure of the organization largely depends on their motivation to work. Thus, the study reflects the motivation that employees of JBL have and what policies or practices have an influence on their motivation on the work place. A total number of 40 employees from the bank were randomly selected as sample for the present study. Which factors have positive correlation with performance, at the same time, which factors have significantly negative impact, this study tries to find this by the questionnaires survey that was done. Represent of the survey data was performed. My personal views about the HRD, my value addition to the HRD are also included in the report Finally, some recommendations are makes to improve the situation of employee’s job work motivation and how can HR policies can be renewed.

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# Introduction

JAMUNABANK

## 1.1 Introduction:

Internship program is one of the most crucial periods for a student as duration this internship program of 3 months, one student gathers the most knowledge about how one organization processes and also how it is different from academic theories. The experience that an intern cultivates during the internship period, will help them to be more professional in their career. I have conducted my internship at Jamuna Bank Limited, Foreign Exchange Branch for three months. After participating in this program, I am assigned to submit a report on “Influence of HR polices on Employee Motivation of Jamuna Bank Limited”. The report helps significantly to build a perception about how HR policies have power over employee motivation and review the consequences. This report also attempts to provide some recommendations for improvement and efficiency of some of the lacking that are presents here.

## 1.2 Objective of the report:

The report is prepared on the “Influence of HR polices on Employee Motivation” of Jamuna Bank with the thought of getting an in depth of the factors that motivates employee and understands its importance along with how to improve them. The main aim of this study is to identifies employees’ job motivational level in relationship with the practices of different HR policies in Jamuna Bank Ltd. This research concentrated on specific attitudes like job motivational factors. The study will further attempt to identify new scope for the future development by analyzing the working environment of Jamuna Bank Ltd. and recommend some possibilities to improve workplace satisfaction and thereby improve productivity of work.

## 1.3 Scope of the study:

Through this survey following people will be benefited:

- Banks
- Financial institutions

## 1.4 Methodology:

For this report, both primary and secondary methods are been used.

Primary methodology such as, questionnaires survey, informal discussion with professionals and observation while working in different desks- has been used for the study and are the main source for the report. Official records of JBL also was a great source.

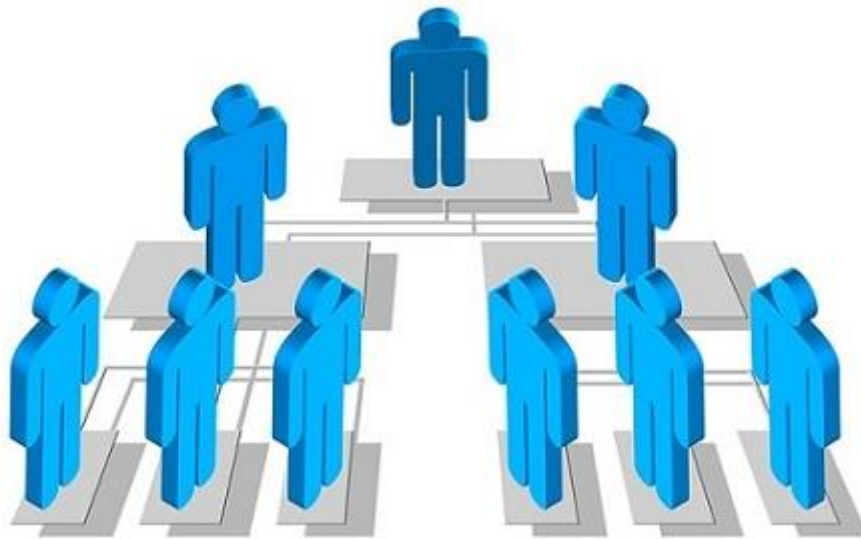
The secondary data sources are annual reports, manuals, internet results of Jamuna Bank limited, relevant books and references and different publications of both Jamuna Bank and Bangladesh Bank. An extensive study of the existing file was done to identify the practices of different policies.

## 1.5 Limitation of the Report:

This study is not free from limitations. I have tried my best level to overcome these limitation s through extensive study, sincere and hard devotion to the assigned duty just to achieve the objectives of the study. The major limitations are given below:

- Limitation of time was a major drawback of the study.
- The banking policy to not disclosing any information as they are restricted.
- I am not experienced enough to observe and understand everything of the study as I am a person of new hand on such sector.
- Largescale research was not possible as relevant data and documents collection were falls under organization confidentiality.
- As I worked in a single branch of JBL, it is very difficult to find overall performance JBL.
- Sometimes I had to work in others departments which made it difficult to monitor topic related task.

# Organizational Background



## 2.1 Organizational background:

Jamuna Bank Limited (JBL) is a private commercial bank in Bangladesh which started its operation from June 3, 2001. It is registered under the Companies Act, 1994 of Bangladesh with its Head Office currently located at Hadid Mansion, 2, Daksha C/A, Dhaka-1000, Bangladesh. It was established by a group of local entrepreneurs who are from diverse field such as trade, commerce, industry and business. From then, Jamuna Bank has now total of 132 branches as per March,2019. JBL now undertakes all types of support to trade, commerce, industry and overall business of the country. Its finances are also available for the entrepreneurs to set up new ventures and BMRE for industrial units. Jamuna Bank Ltd., the only Bengali named 3rd generation private commercial bank, offers both conventional and Islamic banking managed and operated by a group of highly educated and professional employees with diversified experience in finance and banking. The operation hour of the Bank starts from 10:00 A.M. and end at 6:00 P.M. from Sunday to Thursday where transaction can be done from 10:00 A.M. to 4:00 P.M. The Bank remains closed on weekends and on government holiday. At present the Bank has real-time Online banking network branches, on both Urban and Rural areas, by having smart IT-backbone. Besides traditional delivery, the bank has several ATMs of its own, sharing with other partner banks and consortium throughout the country.

As the scenario of banking business is changing day by day, Jamuna bank changes its strategy every now and then and introduce new products to cope with the changing environment. Along with this, JBL have created Jamuna Bank Foundation which aims to provide financial assistance to poor, helpless and people who have fallen under uncertain circumstances as well as sports, culture, health-care and community development ventures. Offers that JBL are providing to its valued customers are-

- (a) Deposit Schemes
- (b) Remittance and Collection
- (c) Import and Export handling and finance
- (d) Loan syndication
- (e) Project finance
- (f) Investment Banking
- (g) Lease Finance

- (h) Hire Purchase
- (i) Personal Loan for Woman
- (j) 24-hours Banking: Q-Cash ATM facility
- (k) Islamic Banking
- (l) Corporate Banking
- (m) Consumer Credit Scheme
- (n) International Banking.

For the corporate client groups which envelops a broad range of businesses and industries, Jamuna Bank Ltd. provide a significant range of financing, advisory and operational services. It combines trade, treasury, investment and banking activities in one package. This corporate Banking specialists render high class efficient service to satisfy customer needs.

## 2.2 Organization Structure:

JBL is managed by highly professional people. A forward-looking senior banker is the present Managing Director of the Bank who have the experience and multi discipline of knowledge of decades to his credit both at home and abroad. He is supported by an educated and skilled professional workforce. The management of the bank constantly focuses on the understanding customers' needs and offer solution according to that. Within a short period of time, Jamuna Bank Limited has achieved tremendous progress and is ranked as one of the quality service providers of the country.

With a chart, the Management structure of Jamuna Bank Limited is given below :

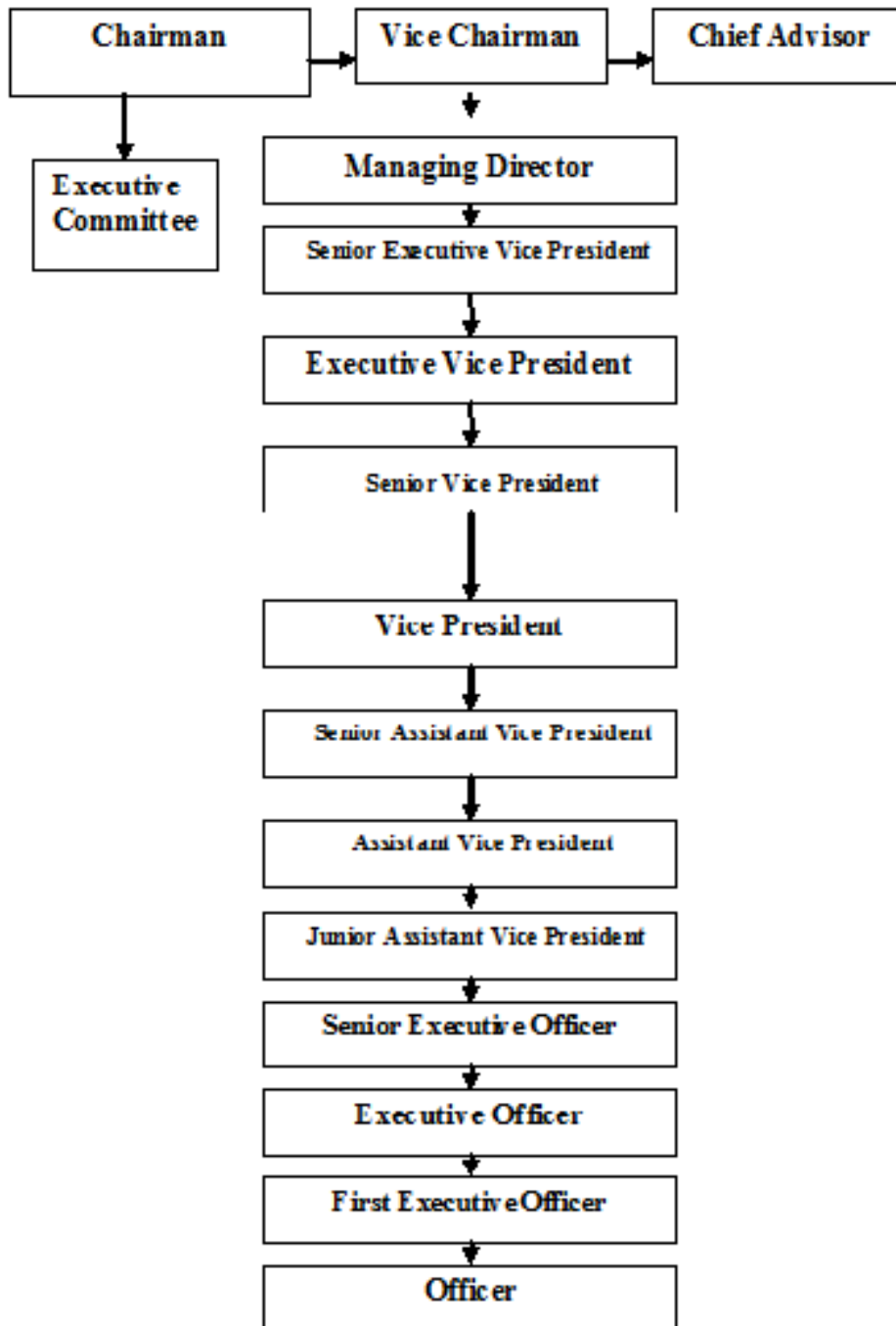


Figure 1- Organizational Structure

### 2.3 Vision, Mission:

#### Vision:

To secure a leading position in banking institution by playing a significant role in the development of the country.

### Mission:

As Jamuna Bank Limited aims to become one of the leading banks in Bangladesh, it has emphasized more on mission to achieve its goals. Some of them are:

1. Securing fast customer service
2. Innovative banking at competitive price
3. Latest technology to have high quality financial services
4. Deep commitment to the society and the growth of national economy
5. Balanced growth strategy, high standard business ethics

### 2.4 Strategies:

- To manage and corporate the Bank in the most efficient manner to enhance financial performance and control cost of fund.
- To strive for General banking activities by Quality control and delivery of timely services.
- To identify customers' credit and other banking needs and monitor their perception towards our performance in meeting those requirements.
- To review and update policies, procedures and practices to enhance the ability to extend better services to customers.
- To train and develop all employees and provide them adequate resources so that customers 'can be reasonably addressed.
- To promote organizational effectiveness by openly communicating company plans, policies, practices and procedures to employees in a timely fashion.
- To cultivate a working environment that fosters positive motivation for improved performance.
- To diversify portfolio both in the retail and wholesale market.
- To increase direct contact with customers in order to cultivate a closer relationship between the bank and its customers.

### 2.5 Values:

According to setting up the best service and facing new challenges there are some core values been set by the bank which are -



- Customer Focus
- Trust
- Integrity
- Commitment
- Business Ethics
- Quality
- Teamwork
- Respect
- Responsible Corporate Citizen

## 2.6 Corporate Slogan:

“Your Partner for growth”

## 2.7 Corporate Culture:

Employees of JBL share certain common values, which helps to create a corporate culture.

They are:

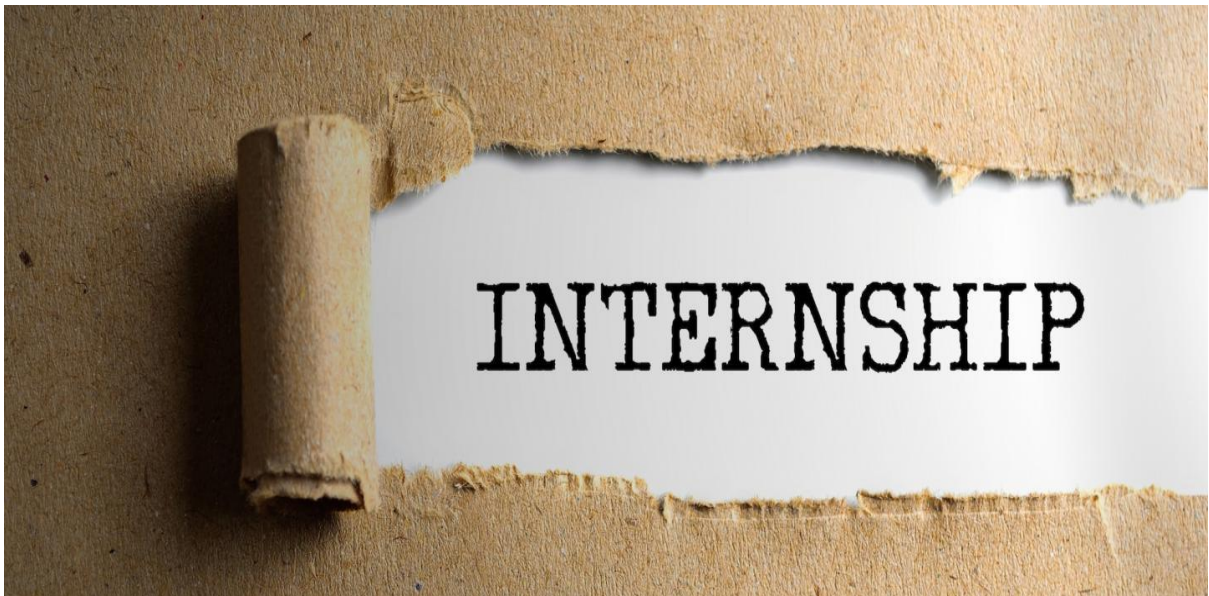
- The client or customer comes first.
- Always up for professional excellence.
- Openness to new ideas & new methods
- Swift decision-making.
- Flexible response.
- Maintain professional ethics.

## 2.8 Ethical Practices:

Ethical practices are considered as one of the most important factors for any organization, not only for making as much as revenue but also taking steps for keeping the bank in a proper manner for its existence, for keeping it up to the mark.

- Following all the rules and regulations strictly
- Being fair with equal opportunity for all the stakeholders.
- Maintain strong privacy of customer personal information.
- Maintain corporate culture among the employee and providing training and workshops.
- Environment friendly projects

## Internship Experience:



### 3.1 Internship Activity:

I have worked as an intern at Jamuna Bank Limited in the Foreign Exchange branch from 9<sup>th</sup> August to 9<sup>th</sup> December. These three months internship program give me the scopes to learn and get the real insight of practical banking world which will help me in developing my future career. I tried to participate as much as I can in the daily operational activities of the branch. Through these months, I enjoyed as well as learned how to work under pressure and also earn a great practical experience about the banking activities along with corporate work activities which I never learnt academically. Moreover, I have learned to deal with different challenges, dealt with different customer behavior which helps me to learn practical work environment. From the very beginning, I had the chance to handle multiple task. Mainly I worked in Import department but sometimes I also worked in loan and HR department throughout my three-month internship program.

### 3.2 Job Description and Responsibilities:

As I have worked as an intern in JBL at foreign exchange department, I am lucky enough to gather practical knowledge about this sector. Foreign Exchange department is the international department of the bank that deals globally. International trades are facilitating through its various modes of services. It bridges between importers and exporters. JBL established relationship with many foreign Banks along with local banks to provide better service in foreign trade.

#### Specific responsibilities of the job:

As an internee, I have performed numerous activities. My main task was to assist officers in every aspects of their daily work. It includes activities such as computer posting of transactions, document analysis, Sorting of cheque according to serial number, maintaining different registers, filing different L/C related documents, Matching month wise L/C and Bills transaction value between server and register, filling up forms, Editing of statements, endorsement of different papers etc.

### 3.3 Learning Outcomes:

Within three months I have learned lot about the overall banking activities. I gather a lot of practical knowledge throughout this whole journey. My supervisor and my other colleagues also helped me for becoming better every time. Employees were very helpful and encouraged me to do activities and mostly give me the place to learn.

### 3.4 Observation:

Observation from this internship programs are:

- i. Foreign exchange department has highly adhered with procedures; rules and regulations provided by Bangladesh bank but most of the cases the officers face difficulties about this regulation and Acts
- ii. Internet services are not available there and slow internet speed as a result banking activity hampered
- iii. The Bank undertaken strong policy Guideline to regulate and monitor to minimize the foreign exchange risk due to exposure in currency movement
- iv. In our country, financial problem is a great constraint in foreign trade. JBL is very conservative for post shipment finance
- v. Due to regulations and policies of the country, there are great differences in the documentary requirements of export and import LCs in Bangladesh. For example, LCs issued from abroad asks for fewer documents than the LCs issued from our country.
- vi. Submission of insurance documents are rarely asked both in import and export LCs, where the requirement says that those documents need to covered by domestic insurance companies.
- vii. Branch has no IT expert person. For any IT related problems, they are fully dependent on Head Office IT section which is very time consuming.

### 3.5 Recommendations:

Some recommendation that will reflect how the top management of JBL can modify in order to get competitive advantage and to deliver quality service, are:

- JBL should take some initiative to be more dynamic to compete with other banks. Moreover, they need to be less time consuming.
- JBL has to ensure the good networking system between the employees as they need to provide more accurate and faster service for SWIFT communication.
- Employees should be more expert and trained to use the software. For this reason, JBL need to train up their employees more about all sort of information regarding SWIFT and its services.
- The faster Internet recording procedures and documents keeping process of this branch must be improved through sequential effort system.
- JBL should always monitor the performance of its competitors in the field of foreign trade.
- Customer service should be faster than others banks. For customers convenience in foreign exchange department of JBL should provide more personnel to deliver faster services to their customer.
- Branch has to ensure at least one IT exporter.
- For maintaining foreign exchange risk management, related verity of training should be provided to Jamuna bank employees.
- JBL Bank try to build up quality man power having skilled and professional expertise by established its own Training institute at Head office.

## Influence of HR Policies on Employee Motivation:



#### 4.1 Human Resource department:

In 1994, when JBL was formed, the need for efficient Human Resources was raised by the Management. It was felt that definite policies and maintaining in this regard are required. The bank, therefore, strived for appropriate policies in the past several Years. As a result, certain policies have evolved. Since then, these policies have been revised, amended and modified suitably from time to time. However, drastic changes in view of the present wide-ranging changes in the areas like regulatory requirement, market diversification, product and technology etc. are require. Banking now is technology driven and knowledge based. The success of a Bank in the intensely competitive market, is significantly dependent on the performance of its skilled human resources. Profitability and continuous growth in business cannot be ensured until and unless skilled and motivated employees give their very best for the betterment of the organization. Which can be ensure only by an effective human Resource Policy.

The main objective of the HR Policy of the bank by which it can achieve its corporate goals by:

- ✓ fully utilizing potentiality of human resource of the Jamuna Bank Ltd.

which can be succeeded by-

- Motivates the employees to make them realize about their full potentiality
- Meeting the long-term need for career development of the employees
- Meeting the need for exposure of the employees to different learning experiences

#### 4.2 Policies and Practices:

The human resources policy and procedure manual of Jamuna Bank provides the policies and procedures for managing and developing staffs. These policies and procedures are applied to the employees of Jamuna Bank. The human resource policies of Jamuna Bank Ltd consist of the following:

- Recruitment Policy
- Background Checking Policy
- Promotion Policy



- Increment Policy
- Leave Policy
- Transfer and Posting Policy
- Reward and Recognition Policy
- Termination and Retirement Policy
- Training Policy
- Compensation Policy
- Succession Planning Policy

Human Resources Division of Jamuna Bank Ltd are mainly focused on comprises the following 4 (four) basic function:

- i. Staffing
- ii. Training and Development
- iii. Motivation and
- iv. Maintenance

Practices of JBL on these functions are given below:

○ Recruitment:

The management of the Bank analyze the manpower requirement of the overall branches at least once a calendar year, mostly prefer in January or December. After assessment of manpower, management will recruit required number of candidates as per recruitment policy. All appointments are made in accordance with Jamuna Bank Service Rules, Jamuna Bank Administrative powers and as per norms/ guidelines of Bangladesh Bank.

○ Remuneration:

The Bank is committed to follow a fair and competitive remuneration policy. The final for approval, amend and review of the policy is done by the board. Remuneration refers to all forms of pay or rewards going to employee and arising from their employment, and it has two main components. There are direct financial payments, such as- wages, salaries, incentives, commissions, and bonus and there are indirect payments in the form of financial benefits like employer- paid insurance and vacations.

Salaries are confidential between the employees and the Management. The salary ranges for these job grades are reviewed from time to time. Basic Salary Ranges (BSRs) is commensurate

with the job grades and is determined by the Board on the recommendation of the Managing Director. The Board reviews at least once every two or three years. All confirmed staffs get increment on their salary every year based on their level. Advance payment salary for the employees who are on vacation is also available. All regular and confirmed employees get two bonuses each year, one in Eid-UI-Fitr and another during Eid-UI-Azha. These bonuses is provided only for Muslim employees and employees of different religion gets that bonus during their respective religious festival.

Employees who have completed at least 5 Years' service, are entitled to receive Gratuity Benefit. The Bank contribute for the fund for this benefit. The Bank contribute Taka 5.00/Thousand (The rate of contribution may be changed subject to the approval of the board) every year based on the last basic salary of each eligible employee. The total amount of benefit will be equal to 36 times of the last basic salary of the employee. The Bank maintains a liability account to manage this fund. All Regular Confirmed employees are eligible to avail this benefit.

Jamuna Bank Limited also contribute 10% of basic salary for all confirmed employees as a provident fund. Every member of this fund is provided with the total money which is determined by the established rules for the fund on retirement or resignation from his or her services. The fund is entrusted with the control, management and investment by a board of trustee.

Regular and confirmed employees can apply for different loans such as House Building Loan and Car Loan. Allowances are also available to only confirmed regular employees but Car Allowances are only for the grades above Assistant Vice President (AVP).

- Training and Development:

Training institution of Jamuna Bank Ltd was established in 2001, but they felt the necessity of its presence from the very beginning. It is situated at the Head Office. Since then, various types of training programs on different banking affairs has been conducted in this institution in order to develop knowledge, skill, and attitude of the employees of bank. Training is conducted frequently. The institute routinely directs establishment specific courses and workshops in various zones an account to deal with needs. Moreover, officers are routinely sent to

Bangladesh Institute of Bank Management (BIBM) and Bangladesh Bank Training Institute (BBTA) for expert preparing.

JBL tried to identify the need for training in developing based on the retail banking. Moreover, from the workers yearly execution evaluation report, the information and data on preparing need for training are taken. HR Division sent a draft of Training and Development proposition along with the suggestions from the bosses/directors, to the bank and acquired their recommendations.

Depending on the situation and objectives, Jamuna Bank Limited uses numerous methods of training. Among them, most popular managerial on-the-job training is- a. Job Rotation b. Coaching c. Action learning where three Off- the-job management training development are- a. Lecturer courses and seminars b. Simulation exercise c. Outdoor training.

- Reward, Recognition and Promotion:

Jamuna Bank Ltd is in an elevated position in the market by providing performance bonus to the employees and also introduce the Best Manager and Best Employees award.

However, Jamuna Bank Ltd does not follow any standard performance appraisal process. As the bank does not have any specific performance evaluation and appraisal system, it does not provide any standard reward system to motivate its employees. That is why, evaluation process mostly done by the observation on how the employee is doing or dealing his/her assignments or projects that are given to them. JBL has a special unit under its Administrative Department, to conduct this performance evaluation and appraisal by keeping its eyes on all the employee's performance throughout the year.

There are several ways of employee's rewards, such as financial versus nonfinancial rewards, performance- based vs. membership rewards, but the bank cannot provide all of them. Mostly, the reward which is provided in JBL is financial. But unfortunately, most of cases, financial reward comparatively has a low effect on the employees. Moreover, increment is the only reward that the bank provides for motivating or appreciating its employees.

For promotion, JBL take a written examination to examine the knowledge and skills of the employee. Along with this they consider some promotional factors of the employee. They are-

- ✓ Academic as well as professional qualification

- ✓ Maintenance banking rules & regulations
- ✓ Satisfactory performance
- ✓ Length of service and service record.
- ✓ Seniority of grade
- ✓ Potential for development
- ✓ Contribution to the development of the Bank.

### 4.3 Questionnaire Survey Analysis:

This chapter provided the outcome of the questionnaires that are provided to the employee of Jamuna Bank Foreign Exchange Branch. This study seeks to explore the satisfaction level or motivation level in the workplace by using multiple employees along with managers and non-management staff, as the sources of HR practice measures, and assessing HR policies effect on employee attitudes (motivation, commitment, satisfaction).The results and findings were provided by covering response rate of general information of the respondents. Moreover, the findings of each of the research question and responses are also shown.

The study had a sample size of 40 respondents working for JBL in Foreign Exchange Branch. The results are presented below:

i. Gender Distribution:

In order to determine the gender distribution in the organization, respondents were asked to indicate their gender by checking either male or female in the questionnaire. The response showed that male respondents were more with a 75% employee while female respondents were only 25%. The results are presented in the pie chart

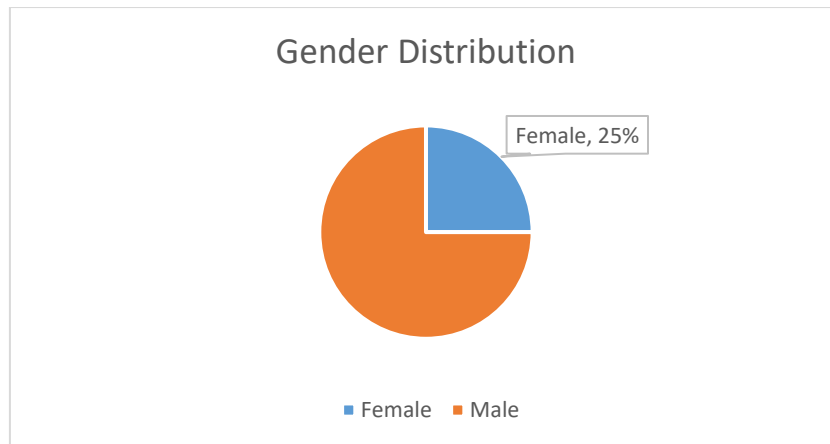


Figure 2- Gender Distribution

From the graph, it is clearly seen that, female employees are fewer than male employees in the branch.

ii. Respondents Age

The findings showed that among the respondents there were only 3 employees who were below the age 25 years old, 7 employees of 25-32 Years, followed by 16 employees of 33-40 Years old and lastly 40 and above years old have 14 employees.

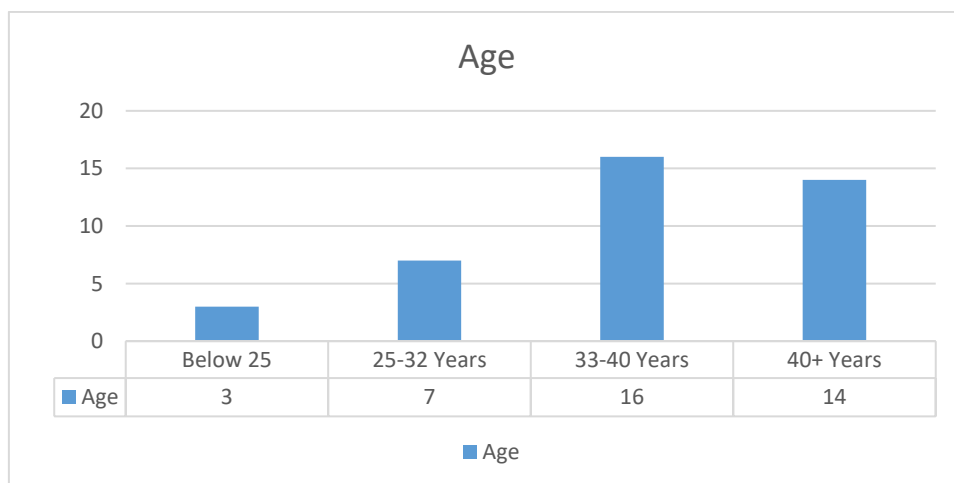


Figure 3- Age Distribution

iii. Annual Salary range:

To find out about the salary that are provided in the bank, the next question asked to from the non-managerial position to managers. Their respond represents that 65% have an annual salary

of 6-12 lacs, where 27.50% have above 12lacs annual income. However, only 7.50% have a annual salary range below 8%.

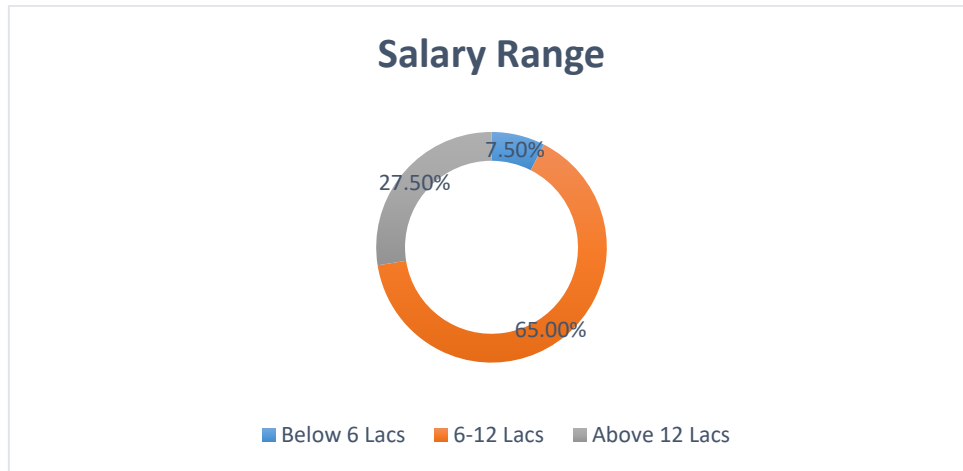


Figure 4- Annual Salary

iv. Working Culture:

With the overall working culture, 18 employees out of 40 responded that they are satisfied, where, 8 employees said they are dissatisfied with it.

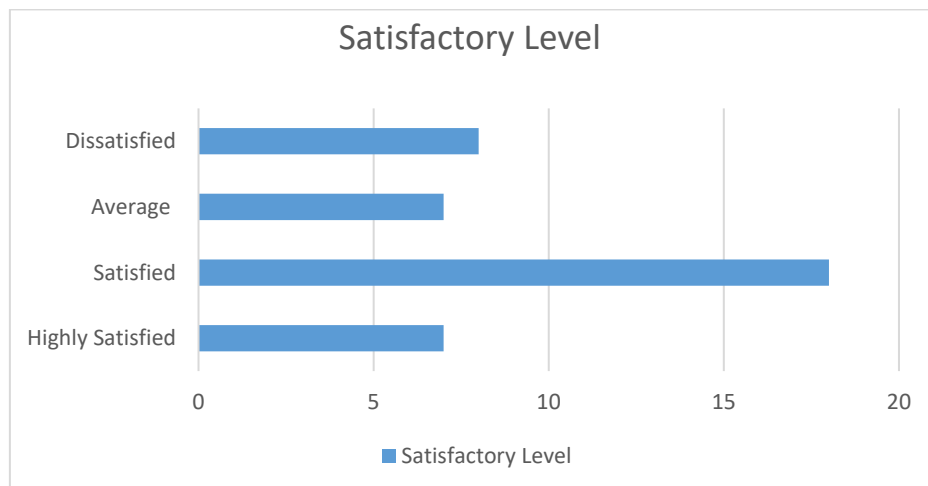


Figure 5- Working Culture

Employees with a dissatisfied or even average working culture often leads to lack of motivation as culture plays a significant part in employee motivation.

v. Top Management's interest in motivating employees:

To know about the management involvement in motivating employee, the questionnaires have been made. 57% of the respondent agree with the statement where 35% strongly agree that management have a great interest in motivating employees. On the other hand, 28% respondent somewhat disagree and 15% strongly disagree with the statement.

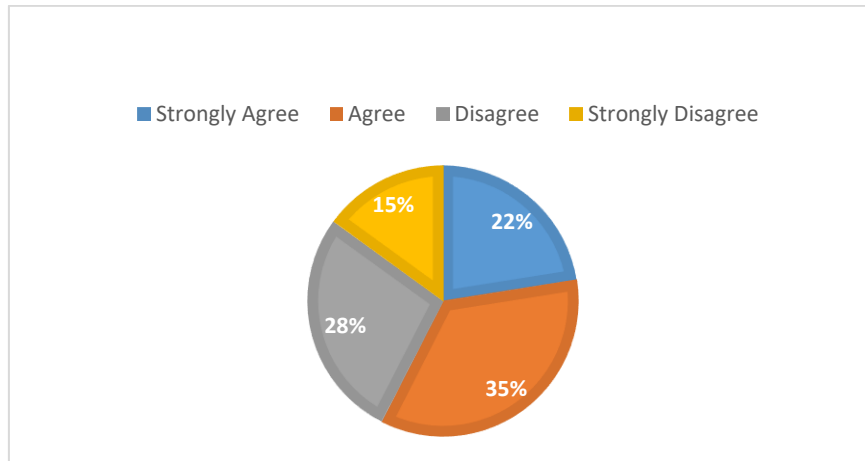


Figure 6- Top Management Interest

vi. Periodical increase in salary:

From the responses, 23 employees agree that they have a periodical increase in their salary. In addition, 20 employees disagree with this statement and among them, 6 employees strongly disagree with this.

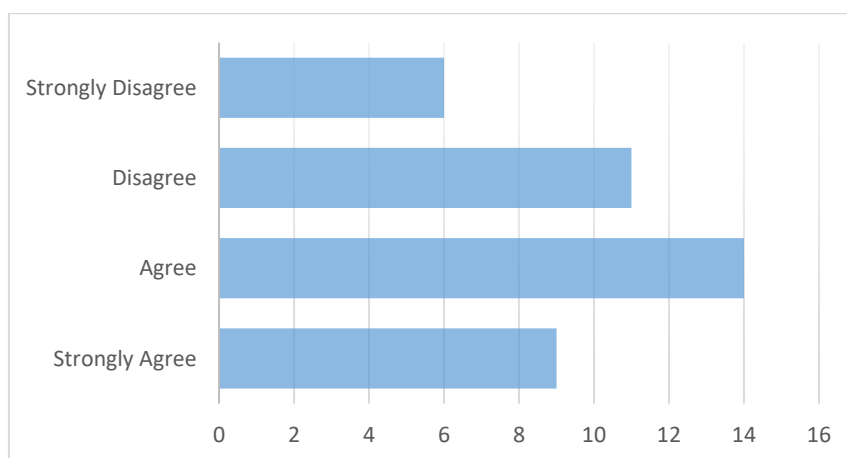


Figure 7- Periodical increase in salary

vii. Effective performance appraisal system available:

To know in details about the performance appraisal system, this questionnaire was made. From the responses, it is clear that JBL do not have an Effective performance appraisal as 23 employees make a response that they disagree with this fact.

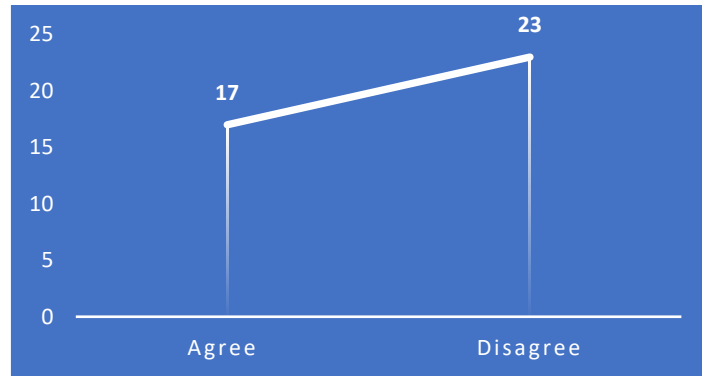


Figure 8- Effective Performance Appraisal

From the graph, it is easily understandable that JBL does not have an effective performance appraisal system and employees are not happy with it.

viii. Work life balance:

As work life balance works as one of the motivation factors for employees, JBL employee acknowledge that mostly they do not feel the work life balance here.

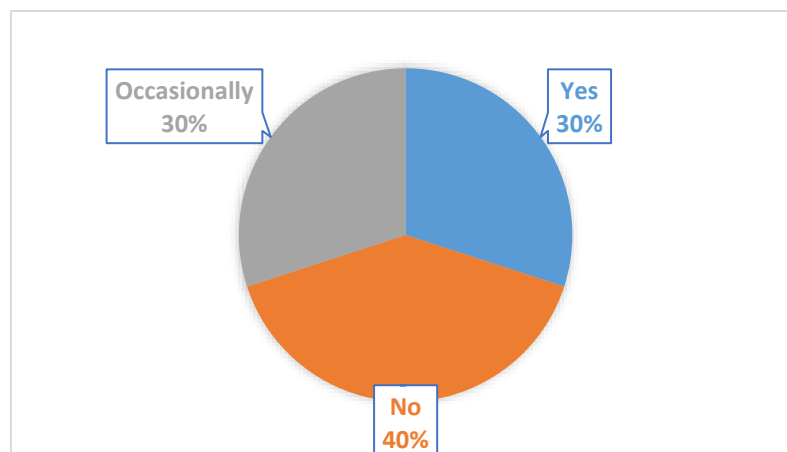


Figure 9- Work Life Balance

Having a work life balance is very important for any employee which is rarely found in the bank.



ix. Recognize performance:

If organization value the employee by recognizing their performance and provide rewards according to that, employee naturally become more motivated to perform better. But unfortunately, 60% employee response that JBL occasionally recognize their performance.

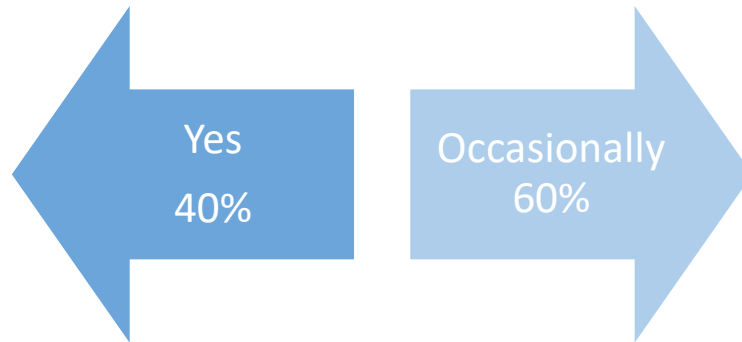


Figure 10- Recognize Performance

x. Employee feel empowered:

12 of the 40 respondents agree that they feel empowered in JBL. However, 12 employees said they occasionally feel empowered and 16 employees was totally in the negative opposition in this case.

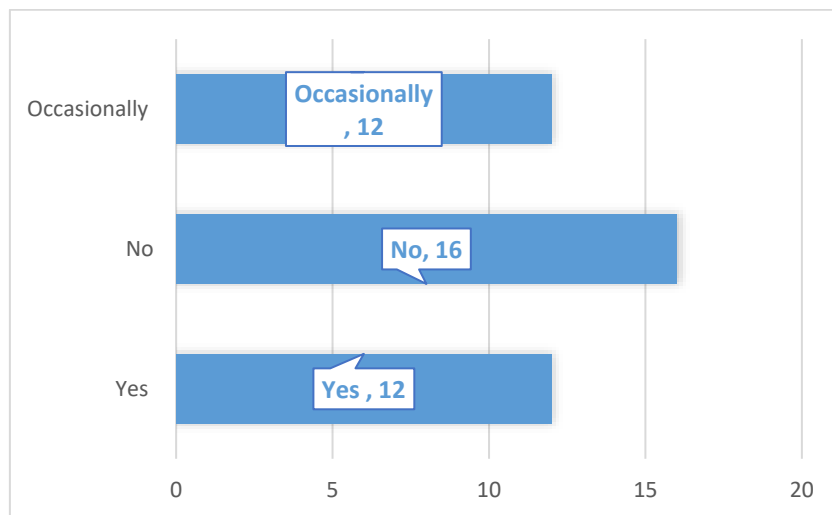


Figure 11- Feel empowered

xi. Satisfaction level with HR department support:

With the support of HR, 18 employee response that they are satisfy with the support and 6 employees said they are highly satisfied with what they get from HRD. On opposite to this, 16 employees said they are dissatisfied with the support, among them 9 employees strongly believe this.

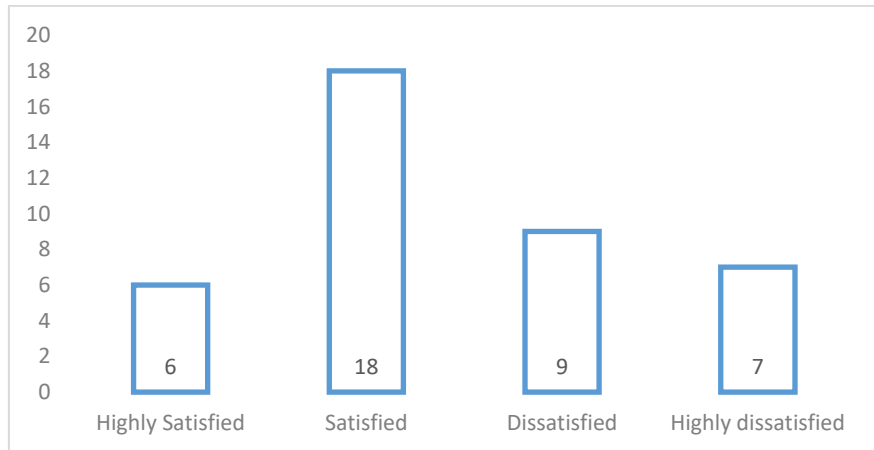


Figure 12- Satisfaction level

xii. Motivational factors ranking:

To know in details about what motivates the employee most in the organization, some factors are given and was told to rank them from highest ranking to 5 and to the lowest factor to 1.

Motivational Factors	Sum
Job Recognition	113
Salary and other Benefits	190
Career Development	165
Job Security	91
Work life Balance	80

Table 1- Motivator Factors

After summing the whole ranking from 40 employees, it come out that Salary and other benefits motivates the employee most. Career Development opportunities and Job recognition stands

respectively after that. However, job security and work life balance were the least motivator factors for the employee of JBL.

#### 4.4 Recommendation:

- a) JBL does not have a standard performance appraisal system. For this reason, employees are not highly motivated to perform well as their performance is not being measured. JBL should introduce a proper performance appraisal system to motivate its employee more.
- b) In context of Jamuna Bank Ltd, HRM practices such as selection, motivation, performance-based compensation and training- have a great influence on job satisfaction. Therefore, practices should be clearer about its design, establishments and improve HR policies, which will help to develop employee job satisfaction.
- c) The encouragement of a learning organizational culture is essential for the employee of JBL. By this, employees will be always on a learning process and will encourage each other to be better.
- d) Training and development related to personal growth should be introduce more often in the bank as improvement of employees about the organizational behavior only be possible through organization's trainings.
- e) When employees feel that organization's rewards are clear and fair, they tend to be more dedicated to the organization. So, more rewards should be introduced.
- f) Hr should involve more employees when it comes to decision making about the respective department as it makes employee feels that they have a say in organization and create sincerity.
- g) Promotional practices need to be fairer in the bank.
- h) Hr should investigate more on how to improve the environment of the bank and how to motivate employees and retain talented employees in the work force.
- i) Fairness across board tends to build a sense of trust which subsequently inspires employees to work hard and perform well.
- j) organizations should ensure there is a narrow salary dispersion in the various levels of the organization.

#### 4.5 Conclusion:

With a bulk of qualified and experienced human resource, Jamuna Bank Ltd can exploit great opportunity in the banking sector. It is pioneer in introducing many new products and services in the banking sector of Bangladesh. However, employees are one of the main sources of any organization who runs it. This report tries to figure out most of the indicators of employee motivation level of Jamuna Bank Ltd as having a satisfied and motivated workforce in the competitive banking sector of Bangladesh is a must to be in the top. A severe cut throat competition is going in this sector and that's why Jamuna Bank Ltd has to work out with different new policies along with practice them in regular activities and also some suggestion to get rid of the predicaments that exist.

HR appraisal policy supports performance. The policy has helped particularly in personal growth leading to better performance. The general understanding from the findings is that, employees feel that the appraisal supports their performance through providing guidelines in terms of targets and performance ratings. This can be well presented by use an appropriate appraisal tool which need to be introduced in the bank. Findings of the study have shown organization's quest to gain competitive advantage now rests on its Human Resources. In regards, the study recommends that the policy should considered that "talented" employees cannot be recruited at the expense of current employees. And to satisfy this work force, HR need to be more employee focused and try new policies to keep them motivated. Thus, HRM policies and practices can begin to take a center stage in organization's business strategy for forward thinking organizations

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## 6. Appendix A.

### **Questionnaires**

#### **A study on Employee Motivation in Jamuna Bank**

1. How many years you have been working in this organization?
  - a. 0-5 Years
  - b. 5-10 Years
  - c. 10-15 Years
  - d. More than 15 Years
2. What is your Annual Income?
  - a. 1- 1.5 Lacs
  - b. 1.5- 3 Lacs
  - c. 3 Lacs and above
3. Rate your level of satisfaction with the working culture of the organization?
  - a. Highly Satisfied
  - b. Satisfied
  - c. Average
  - d. Dissatisfied
  - e. Highly Dissatisfied
4. Top Management is greatly interested in motivating the employees?
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strong Disagree
5. How far you are satisfied with the incentives that are provided?
  - a. Highly Satisfied
  - b. Satisfied
  - c. Dissatisfied
  - d. Highly Dissatisfied
6. Which type of incentives motivates you most?
  - a. Non-Financial
  - b. Financial
  - c. Both
7. Do you agree that you get reasonable periodical increase in Salary?
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strong Disagree
8. Do you agree that you have good relationship with your co-workers?
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strong Disagree
9. Do you agree that this organization has effective performance appraisal system?
  - a. Strongly Agree
  - b. Agree
  - c. Neutral
  - d. Disagree
  - e. Strong Disagree
10. Do you feel have the work-life balance here that you expected?
  - a. Yes
  - b. No
  - c. Occasionally

11. Do the organization recognize and acknowledge your work?

- a. Yes                    b. No                    c. Occasionally

12. Do you feel empowered while working in the bank?

- a. Yes                    b. No                    c. Occasionally

13. Are you satisfied with the support from the HR Department?

- a. Highly Satisfied                    b. Satisfied                    c. Dissatisfied                    d. Highly Dissatisfied

14. Please rank the following factors which motivates you the most?

(Rank 1, 2...5 respectively where 1 stands for highly motivational factor and 5 stands for least motivation)

No	Factors	Rank
a.	Recognition	
b.	Salary Increase	
c.	Promotion	
d.	Leave	
e.	Work-Life Balance	

15. What changes can be made to improve the work environment?

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Thank You for your co-operation!