



Internship Report On

**Determinants of Employee Retention at United Commercial Bank  
Limited**

Submitted by

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ID 16204098

Fall 2021

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

**BRAC Business School**

**BRAC University**

**January 2022**

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## Declaration

It is hereby declared that

1. The internship report submitted is my original work while completing a 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 include any information that has been accepted or submitted for any other university or other institution's degree or credential.
4. I've acknowledged all major sources of support.

### **Student's Full Name & Signature:**

**MD ASHIKUR RAHMAN**

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Student Full Name  
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### **Supervisor's Full Name & Signature:**

**Nusrat Hafiz**

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Lecturer, BRAC Business School  
BRAC University



Letter of Transmittal

Nusrat Hafiz

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

**Subject: Submission of internship report on Determinants of Employee Retention at United Commercial Bank Limited.**

Dear Miss,

By the blessings of Almighty, I am presenting my internship report to you, which is a required part of the BBA program. Preparing this report under your excellent supervision has been a fantastic learning experience for me.

Here is my internship report prepared on Determinants of Employee Retention at United Commercial Bank Limited. For three months, I worked as an intern at United Commercial Bank. The internship allows me to gain hands-on experience with a bank's banking operations. I learned how banks manage their general banking activities throughout this time. I've done my best to achieve the survey to the most essential detailed guidance. most compactly and comprehensively possible. I am hopeful that the report will meet your expectations.

May, therefore, pray and hope that you would be kind enough to approve my internship report and provide your value judgments.

Sincerely yours,

Md Ashikur Rahman

16204098

BRAC Business School

BRAC University



20 January, Thursday, 2022

Non-Disclosure Agreement

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between United Commercial Bank Limited and the undersigned student at BRAC University, Md Ashikur Rahman, 16204098

.....

## Acknowledgment

I am grateful to “**United Commercial bank Limited**” for assisting me to avail all the data & resources, the information needed to prepare this report.

Moreover, I'd want to express my gratitude to Ms. Nusrat Hafiz, my academic supervisor, for assisting me throughout the process of me writing the project and responding to each of my queries by conducting meetings and via mails.

## Executive Summary

The banking industry in Bangladesh is significantly important to the country's economic growth. The nation now has 61 approved banks in operation. United Commercial Bank Limited, which has been in operation since 1983, is regarded as one of the top commercial private banks. Through strong leadership abilities, it has already earned people's respect and confidence for its service, which has been satisfying and committed to all departments. Most significantly, United Commercial Bank is quite well for the efficient banking facilities, client services, and foreign currency transactions such as export, import, and remittance. The focus of this research was on the Determination of Employee Retention at UCBL. This research evaluates UCBL's overall facilities to improve talent retention and reduce turnover costs while also retaining skilled employees for the organization. This paper covers three different themes in total. I write and explain an overview of my internship program in the first chapter. Where I specified my name, ID, and major. In addition, internship information and credentials such as the title of the company where I worked for 3 months, my supervisor details, and my tasks and responsibilities are included. Similarly, my contribution to the firm consists of the privileges I receive from the organization as well as my suggestions for incoming interns. Throughout chapter two, I go through the organizational aspects, such as the five practices that UCBL adheres to. I describe all of my organization's management techniques, marketing tactics, finance and management analyses, operational procedures, and information systems of the company. I discussed the basics of them from the viewpoint of my organization. In the final chapter, which seems to be the project section, I discussed United Commercial Bank Limited's employee retention management. Furthermore, I individually write all the details and findings along with analyzing the data using SPSS software. Additionally, I gather and analyze data from numerous sources. Finally, I provided a conclusion and recommendations. To summarize, the paper, titled Determinants of Employee Retention at United Commercial Bank Limited, portrays an entire picture of UCBL employee retention management, activities, including in-depth analysis.

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## List of Acronyms

ROA	Return on Asset
ROE	Return on Equity
LC	Letter of Credit
NPM	Net Profit Margin
CRA	Current Ratio Analysis

## Chapter 1: Overview of Internship

### 1.1 Student Information:

Name: Md Ashikur Rahman

Student Id: 16204098

Program Name: Bachelor of Business Administration

Major: Human resource management

Minor: E-commerce management

### 1.2 Internship Information:

#### 1.2.1 Period, Company name, Department, Address:

Duration: Three Month

Organization's Name: United Commercial Bank Limited

Department: General Banking & Foreign Exchange Activities

Address: Hazi Nizam Plaza, Dendabar, Ashulia, Savar, Dhaka

#### 1.2.2 Company Supervisor's information:

Name: Sujan Chandra Debnath

Designation: Senior Executive Officer & Operation Manager, UCBL, Nabinagar Branch

### 1.2.3 Job Scope & Job Responsibilities :

- During this time, I was in charge of having opened a few financial records and activating short messaging services to clients within the first couple of days.
- Make calls to clients who have requested debits cards to inform them their cards have been issued and delivered to the bank.
- Providing ATM cards to customers who have requested them.
- Assisting customers with the completion of account opening forms
- Completing Account opening forms by their serial numbers.
- Helping with payout balancing as well as updating some accounts opening form
- Assisting with cheque and deposit vouchers for the benefit of customers
- Completing foreign remittance forms on behalf of customers.

## 1.3 Internship Outcome

### 1.3.1 Learning Points:

During this internship program, I have learned a variety of papers, which are listed below :

- Posting of the Account:

To begin, I generate a Verification number and input the client's name, differentiating yet if the client is an Individual or a Commercial account. Next, input the customer's confidential info, like age and birthplace, and record it. Second, through generating a CIF number and inputting the client's data, like identity, paternal info and, if somehow the client seems to have a wife, their all kinds of information and so on. Thirdly, I proceed towards the MIS section and input the sector code for the account holder, occupation details. Finally, I generate a user id and record the payment process along with nominees' details including identity, residence, gender, customer relations, and proportion of share. Then we collect some initial opening charges from them which are the requirements of opening an account.

- Issuance of order slip:

First, the fund transfer application must be submitted. The report contains data like who authorized it, this same quantity of cash, and the user's identification. This same remuneration, as well as taxes, are then calculated based on the amount of money. Following accepting funds at the cash register, the pay order block is created, which is put in a block letter on the first page.

- Cheque Book Issuance:

When issuing a checkbook, there are many stages to take. The first step is to verify the client's signature. The checkbook is then handed over. The serial number of the book is put on the procurement slip and the check register. The client's confirmation is captured on the checkbook register when all stages have been completed.

- KYC Form Completion:

Know Your Customers is the acronym for Know Your Customers. Here you can find all of the information about the client. This comprises identity papers, transaction profiles, and income sources, among other things. Register of the Clearing House: The Clearing House Register is an important aspect of general banking. This book is used to record received checks.

- Clearing House Register:

This is an essential document of financial services. This document used to keep track of accepted checks which contains the customers' all kinds of confidential information which is more important for both of us.

- Delivery of Debit and Credit Card:

To send out a debit card, to begin, we double-checked the identification card and compared it to the person's picture. The signature is then entered into the debit card register. Finally, we provide the consumer with the card.

- Customer Interaction Via call:

We contact the customers to arrange for the delivery of the checkbook and debit card. We receive and enter the checkbook and card into the register when they arrive at the bank. Then we contact the phone number and tell them to expect them, as well as that if they don't arrive promptly, we will bring them to manager. As a result, you must arrive as soon as possible to get them.

- Write down the Deposit Slip:

We help walk-in clients in filling out the deposit slip so that they may feel safe about the money they have put in.

### 1.3.2 Personal Developments:

- Multitasking:

Through the assignment, I showed up with many responsibilities and I learned about multitasking. In general banking, particularly at the front of the desk where clients have addressed there this multitasking truly benefited me a lot. There are so many consumers with so many difficulties. Some have account-related troubles some might have card-related, that have rendered their account inactive. So many guidelines are taken for so many difficulties and I had to seek the aid of multitasking.

- Time Management Skill:

Proper time management is a requirement for the banking industry specifically. Proceeding to entrance into the bank to the finish of each day one needs to manage time very completely. All the difficulties of the clients have to be handled at the most minimal time. Customers don't like sluggish services even they occasionally grow irritated.

- Professionalism:

I had to follow a rigorous schedule which helped me to accommodate myself to the business world and operate in a somewhat more professional way. I believe it will assist me to become timelier in my life.

- Patience:

The most crucial thing in any job. Without persistence, no one ever works at all. Perhaps the PC won't operate or sometimes you could feel angry by the clients at such moment patience enable one to recover from them and also allow you calmer and more attention to the task.

### 1.3.3 Limitations:

Although these 3 months were quite enjoyable for me still, I had certain challenges those are given below :

- The bank constantly keeps packed so my co-workers are likewise kept occupied. It's a good thing yet in the course of arrival, I had obstacles of learning to adjust to this way.
- Confidence and also getting quite friendly were very challenging at the very beginning. Even Though I was new, as well as the financial system, seems to be a very sophisticated

issue and as a result, it took a little longer to gain their trust. They refused to accept my options even though they were superiors and hence skilled at taking initiative.

- In the procedure of entering, the working hour was quite dull the only other duties were handed for me has been filling a hundred forms. During that period, I sometimes used to break my tolerance periodically.
- Managing my anger was another significant difficulty for me. Especially on Sunday and Thursday since on such two days, the bank gets busy. And consumers have various difficulties. So, concerning fixing problems occasionally, I lost my patience.

Regardless of all these problems, whatever held me coming was my ambitions and dreams of creating my professional goal in the financial business. I thought this fellowship was a solid opportunity for me to rework my ambitions & force them to come true. So, I focused on my profession with seriousness.

## Chapter 2: Organization Part

### 2.1 Introduction

#### 2.1.1 Objective:

The fundamental goal of this organizational research would gain insights and information concerning United Commercial Bank Limited, covering different sorts of roles. Furthermore, the aim is to identify the determinants of Employee Retention at UCBL, which is primarily the focus of the report's project part. Moreover, it represents the acts of the UCBL in several areas such as marketing techniques, management practices, project management, financial statement, goods, and services, etc. Similarly, another goal is to apply Porter's five forces assessment in combination with SWOT analysis to assess the bank's strengths, weaknesses, opportunities, and threats. Finally, to provide readers with a clear image of it.

#### 2.1.2 Methodology:

The data was gathered through a survey and cognitive research, content analysis, interviews, discussions, practical job experience, and taking notes while observing and witnessing activities. In addition, I prepared it using both primary and secondary data.

#### *Primary sources of information*

- Personal observation
- Face-to-face consumer interaction
- Practical job experience
- UCBL official records

#### *Secondary sources of information*

- A thorough examination of United Commercial Bank's limited yearly reports
- Manual information provided by my organizational supervisor
- Information obtained from their official website
- A variety of publications about this bank



### 2.1.3 Scope:

This research will substantially aid scholars in their knowledge of the basic functioning of United Commercial Bank Limited. It will undoubtedly provide an excellent chance for the researcher to investigate the bank's banking activities. As a consequence, the researchers will be able to investigate UCBL's financial procedures. Finally, based on the results of the bank's organizational culture and leadership, further research may be undertaken in the future.

### 2.1.4 Limitations:

To begin with, among the most critical barriers was time. Because I believe that only three months was insufficient, and on top of that, they ran an audit program for 7 days during which all interns were unable to participate. Second, banks do not release secret information owing to privacy concerns. As a consequence, the study's progress is hampered.

### 2.1.5 Significance:

The research will give viewers a comprehensive image of how UCBL administrators see the Employee Retention Prospectus at UCBL, as well as the importance of examining how the bank effectively conducts its tasks. Furthermore, in this research, a few shortcomings of UCBL contribute to the study's importance.

## 2.2 Overview

### 2.2.1 History:

Underneath the Company Law of 1993, United Commercial Bank Limited was established on June 26, 1983, as a private company with limited liability. The bank got authorization to begin operations on June 26, 1983, and began banking operations on June 29, 1983, with a fund requirement worth thirty-five million in hand, to provide excellent customer service and happiness. (2021, "United Commercial Bank Ltd.")

United Commercial Bank is one of Bangladesh's top and fastest-growing privately held financial organizations. UCBL offers all sorts of commercial, corporate, and personal banking services to all segments of society within the context of the Financial Company Under the companies act and the norms and requirements imposed by our reserve bank. Professional Financing, General Banking, Retail Banking, and Financial Services are examples of customer experience diversification, as well as software that provides financial services such as individual and commercial banking, loan repayments, bill payments, fund transfer facility, internet banking, and other services. United Commercial Bank has prioritized technological integration from its establishment to stay competitive in the banking industry and maintain its position. They aim to service clients by capacity growth across many delivery channels while keeping the data within a suitable limit.

With a large network of 158+ branches, this bank effectively positions itself as one of the major first-generation banks in the nation. Also, consumer goods such as UCB cards have seen tremendous success, and the company quickly rose to the top of the local market, with roughly 40000+ cardholders and more than 155 booths. With the help of 3,679 labor forces who continually illustrate system characteristics to sustain their pioneering role in the banking sector, this bank already has developed as its separate entity inside the region of corporate sector finance via customization, creative practices, efficient functioning. They are more prepared and equipped to ready their consumers for quickly changing markets and to assist them in competing more effectively in such marketplaces. Through a unique lending strategy, this bank hopes to play a significant part in the country's financial activities by growing business, trade, and manufacturing.

### 2.2.2 Vision:

Their perspective objective is to be the bank of the priority by enhancing the value of their clients, shareholders, and staff while also benefiting the country's economy via social responsibilities. Aside from that, they want to launch additional projects very soon. These are:

- To maintain the status of the finest private commercial bank in Bangladesh with loyalty and strict adherence to norms and regulations.

- Companies are leaving to raise the number of SME loans for businessmen in our country via a variety of enticing products or services. So that people might play a larger role in the growth of the country's national economy.
- UCBL recognizes the necessity of society and wants to devote greater attention to this problem.
- United Commercial Bank places a premium on hiring experienced personnel that provides the finest quality service to their clients. To do this, UCBL intends to place a greater emphasis on staff and to send them overseas for effective training.
- They want to replace their Cash deposit booths with automated machinery and enhanced security by the end of the year to improve service and satisfy their customers.

### 2.2.3 Mission

The purpose of "United Commercial Banks" is to provide financial solutions that help to develop, manage, and expand their customers' prosperity through also enhancing the eminence of lifetime in the societies in which they provide services.

## 2.3 Management practices

### 2.3.1 Organizational management

Organizational management is described as the procedure of controlling institutions and also influencing the organizational management of the company for their company's management and the shareholder's leadership roles include selecting corporate officers as well as ensuring that appropriate organizational guidelines are followed.

Furthermore, the directors are responsible for overseeing the implementation of ideas, setting organizational goals and objectives, reporting to shareholders on their performance, and monitoring the company's governance.

Board of Directors	
Name of the Directors	Status in Board
Rukhmila Zaman	Chairman
Bazal Ahmed	Director & Vice-Chairman of the Board Chairman, Shariah Supervisory Committee
Anisuzzaman Chowdhury	Chairman of the Executive Committee
Akhter Matin Chaudhury, FCA (E&W), FCA, FCS	Director & Chairman, Audit Committee
M. A. Sabur	Chairman of the Risk Management Committee
Hajee Yunus Ahmed	Director
Hajee M. A. Kalam	Director
Nurul Islam Chowdhury	Director

Asifuzzaman Chowdhury	Director
Syed Mohammed Nuruddin	Director
Roxana Zaman	Director
Bashir Ahmed	Director
Afroza Zaman	Director
Syed Kamruzzaman, FCMA	Director
Muhammed Shah Alam, FCMA	Director
Mohammed Shawkat Jamil	Managing Director & CEO
Touhid Shipar Rafiquzzaman	Director
Dr. Aparup Chowdhury	Director & Chairman, NRC
ATM Tahmiduzzaman	FCS DMD & Company Secretary

**Table 1:** Corporate Governance (Annual report, 2020, p. 11)

### 2.3.2 Roles and Responsibilities of the Board of Directors:

The Panel is in responsibility of handling and supervising the Bank's functions & transactions, and also frequently examining and evaluating the Bank's general strategy, operations, administration, and essential policies. The Board also establishes standards of quality and defines the Bank's key competencies.

### 2.3.3 Organizational (UCBL'S) Hierarchy

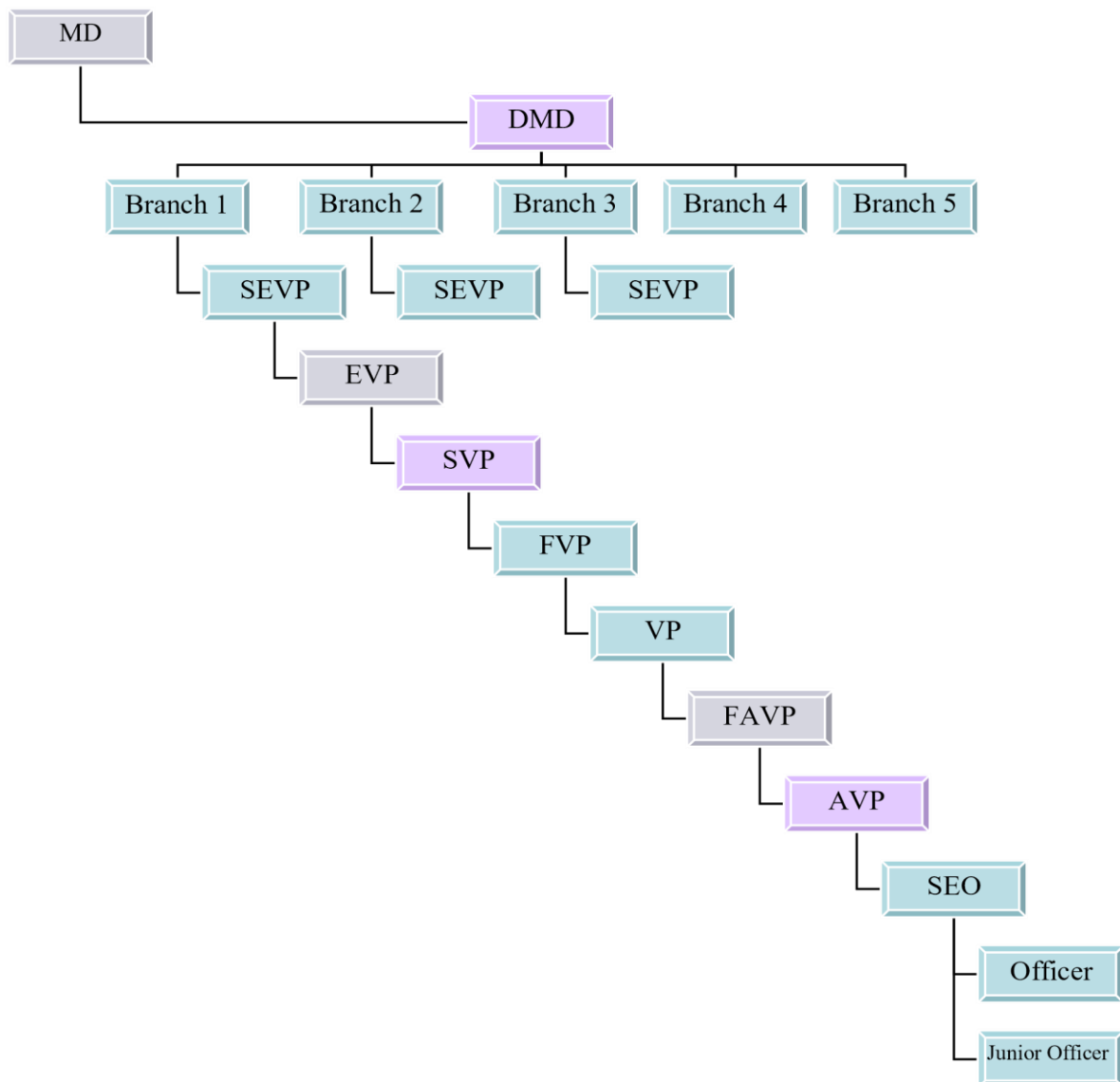


Figure 1: United Commercial bank's Hierarchy [Source: UCBL Nabinagor Branch]

Operational Network of UCBL's Branches:

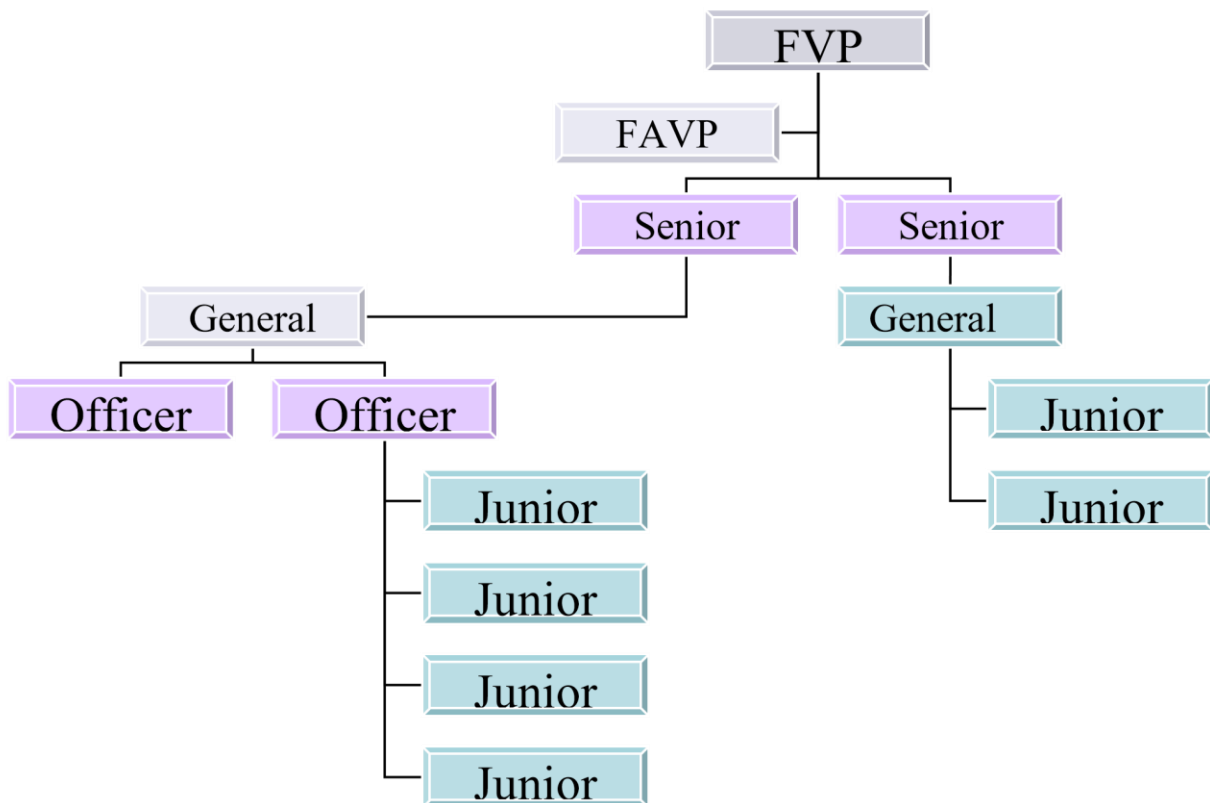


Figure 02: Internal Activities of UCBL Branches

#### 2.3.4 Process of recruitment and selection:

All applicants are urged to apply online using United Commercial Bank Limited's Application System. Using this online technique, they can quickly process applicants' applications, and candidates will get assurance that their applications have been securely received. Candidates may use this Online Application System to apply for any open positions at - United Commercial Bank Limited -. The applicant will no longer be needed to provide his or her curriculum vitae to the bank. All he/she needs to do is fill out the Online Application/Resume Form and click the Submit button, and United Commercial Bank Limited will get his/her application/resume.

At UCBL, there are two sorts of recruitment processes. The first is internal recruiting, and the second is external recruitment. The majority of situations at the Executive level are providing internal recruiting. An employee may appear for his or her promotional test every three years. For example, during my internship period, my supervisor was an executive officer who was promoted to the senior executive officer after completing his examination, and it is internal recruitments by awarding promotions.

UCBL, on the other hand, favors the external sources selection procedure for junior or entry-level officers such as an officer, probationary officer, or MTO/first executive officer. In such circumstances, a large number of candidates apply for certain positions. Following application screening, they are shortlisted and must take a written test. The applicants who pass the written test are then summoned for a viva, and the top candidates are chosen from the viva.

#### 2.3.5 Remuneration, awards, and bonuses:

Mostly in UCBL's remuneration structure, they provide their workers with financial and non-financial benefits such as a basic salary payment, incentives, bonuses, wages, insurance, vacations, transportation, and housing.



### *System of rewards:*

Promotions are usually given after three years. For instance, if any worker begins his or her career as a Management Trainee Officer, he or she may ask for promotion after 3 years, and to do so, he or she must pass a test.

### *Benefits:*

- Compensation plan
- Pension
- Revenue incentive

Very first, pay rate, or the Basic Salary Ranges (BSRs), are determined with both the assistance of the managing director and only if they suggest it. During 3 years, the BSR is evaluated with the support of the board. And for that, they must take an exam.

*Annual raise:* All authorized workers are given an annual rise depending on their performance.

*Early payment:* When a worker resigns from the workplace and therefore does not return within a month, he or she would be given an earlier payment.

### *Additional Incentives for the Festival:*

Annually, two incentives are given to all permanent and certified workers. Personnel of diverse religions gains greatly during their respective religious holidays, such as Eid-UI-Fitr then another during Eid-UI-Azha. Aside from the above, the Company keeps worker insurance and healthcare Funds, a deposit bank account program, an annuity framework, an incident health care system, and a personal Pension system. Regular and confirmed employees are entitled to apply for a home loan and a vehicle loan. Allowances are only available to regular and confirmed workers, with car allowances available to individuals in positions higher than Associate VP. Moreover, Non-confirmed employees are entitled to a maximum yearly Festival bonus depending on their start date, whereas all permanent and certified employees get an annual rise on their anniversary of service. Every employee or staff person will get a one-month basic salary Festive Reward, which will be remitted twice a year. All confirmed workers would get one bonus at Eid-ul-Fitr, whereas Muslims might get additional at Eid-ul-Azha, and others would receive an extra depending on their religious holiday.

*Safety Fund:* The Safety Fund's objective is to provide a specific monetary benefit to the family, beneficiaries, and nominations of regular confirmed personnel in the case of either mortality or severe disability. Furthermore, all Regular Confirmed workers are eligible for this benefit. The contribution from the Bank is the only source of money for this benefit.

*Vehicle Loan Scheme:* Employees with high better positions would get the benefits of being eligible for a car loan with a lower cost of interest. The quantity of loans changes based on employment age. Senior officials can get more than juniors.

*Special provisions for vehicles:* All workers with the grade of AVP or above get allowances for cars, which cover expenditures such as fuel, operator, and maintenance.

*Home Loan Facility:* Employees who have been with the firm for at least five years can qualify for home construction finance. A group of individuals will evaluate the loan request and maintain track of the location of the home building and other relevant problems. The employee's debt load percentage has to be less than 50 percentage points for the mortgage to be approved. The loan repayment plan must be finished before the employee retires. The credit has a 3% interest rate.

*United Commercial Bank Employees' Provident Fund:* All regular verified employees must pay 11% of their base pay to the UCBL Employees' Provident Fund. Participants of that kind of fund are paid a sum based on the fund's standards when they retire or resign from their positions. A governing board is in charge of the fund's supervision, administration, and investment.

*Condolence:* Whenever somebody retired or quits their job, they are given a provident fund as additional compensation. It is only given to regular verified employees who have been with the business over the past ten years.

#### 2.3.6 Initiatives for learning and support:

The training institution of United Commercial Bank is situated at the bank's headquarters. For long-term workshops, they employ several training facilities. Since then, the institution has offered several skills training on a wide range of banking themes to enhance bank personnel's knowledge, abilities, and attitudes.

There are two types of training methods: intellectual and contextual. Before providing training, trainers must grasp the benefits and drawbacks of each strategy, as well as the impact on trainees, taking into consideration their background and skills.

**Intellectual Methodology:** This technique focuses on theoretical teaching for students. The cognitive approach employs a variety of approaches, including recommendations for how to accomplish something, verbal information, examples, and idea links. Through encouraging learning, these techniques are related to changes in attitude. Job instruction training, lecture-based training, audio-visual related training, and other informal training happens at UCBL even throughout my internship term.

**Contextual Approaches:** These methods are centered on giving students hands-on experience. The behavioral approach's multiple tactics allow the pupil to respond genuinely. When it comes to skill development, these tactics are the most successful. Business games, case study solving, and other forms of behavioral training are examples.

There is also management on-the-job training, such as work rotations or outside seminars, among other things.

### 2.3.7 Performance evaluation:

- ✓ By providing feedback to HR the efficacy of the human resources function is determined by how effectively it functions throughout the company.
- ✓ Equal opportunity in the workplace. When accurate performance assessments that represent job-related performance are employed, internal placement choices are not discriminatory.
- ✓ Defects in the recruiting process performance, whether excellent or terrible, reveal weaknesses or strengths in the personnel department's hiring procedures.
- ✓ Errors in job design. Poor performance may be an indication of poorly structured work roles. Appraisals help in the identification of these issues.
- ✓ Performance improvement. Employees, supervisors, and personnel experts may utilize performance feedback to assist with appropriate performance-improvement initiatives.

- ✓ Selecting a place. Awards, promotions, and demotions are commonly made based on past or expected performance. Promotions are usually provided as compensation for past achievements.
- ✓

## 2.4 Marketing practices

UCB follows marketing tactics by delivering a variety of items that meet the requirements and wants of clients. The goods and services offered by this bank are particularly customer-focused. A great number of relation officers are involved in product marketing to clients. In addition, the bank supports a range of events for marketing purposes. This action substantially represents the organization's image. Furthermore, the bank's television and print commercials are recognized as essential marketing methods.

### 2.4.1 Marketing strategies:

I must remark that the United Commercial line is performing well in terms of marketing methods. Following the 4P's, I shall elaborate on United Commercial Bank's marketing techniques.

#### *Product:*

Customers may get financial goods and services from the bank, such as global banking, deposit schemes, international trading facilities, and so on. Furthermore, they provide ATM services to their customers through debit cards 24 hours a day, seven days a week. The following are the services provided by United Commercial Bank to its customers

- Islamic banking
- Construction financing
- Global banking
- Consumer financial schemes
- Lease acquisition
- Credit origination
- Rent financing
- Business finance
- Investment plans
- Currency exchange facilities
- Investor banking

### *Price:*

According to numerous branch managers, price as a consideration in a bank business model has limited practical use due to the managed pricing structure. For supplementary banking services, all banks paid the same fee.

United Commercial Bank Limited includes competencies pricing in its marketing mix, even though it is heavily controlled by Bangladesh Bank due to its status as a commercial bank. United Commercial Bank Limited understands its clients' perspectives on a local and global scale and customized its valuation services accordingly. When updating a policy, it considers both present and future economic developments.

### *Place:*

In all, United Commercial Bank Limited has 188 branches in Bangladesh. Furthermore, they have a total of 352 ATM booths to ensure that their clients have access to services 24 hours a day, seven days a week. They also provide internet banking to their valuable customers.

### *Promotion:*

United Commercial Bank has consistently promoted its brand via corporate social responsibility and media content. In addition, newspapers, billboards, magazine adverts, and sponsorships are employed for promotional purposes. Through a range of CSR activities, United Commercial Bank strives to improve society as a whole, notably its customers, workers, stockholders, regions, and the environment.

## 2.4.2 Targeting & Positioning:

United Commercial Bank's direct to the consumer is the general public, or it might be described as a people's bank. This bank, which provides a range of services to many types of individuals, targets people of all sorts of backgrounds. The bank seeks to turn worthless time from the general population into useful capital.

UCBL has established itself as a higher-standard bank that provides high-quality services to its customers. So, in terms of consistency, they prioritize the following segmentation:

- The bank that focuses on customer service
- customer-centred
- Place centered

To be more explicit, UCBL's target audiences range from families to corporations. Similarly, their stance is similar to that of a bank that provides excellent services with a personal touch.

#### 2.4.3 Channels of Marketing:

The following are United Commercial Bank Limited's marketing channels:

##### 1. Branch

- ✓ Application
- ✓ Payment
- ✓ Deposit
- ✓ Withdraw money

##### 2. ATM

- ✓ Deposit
- ✓ Withdraw
- ✓ Transfer
- ✓ Payments

##### 3. Internet banking

- ✓ Remote transfer
- ✓ E- application
- ✓ Alerts
- ✓ Multiple accounts using
- ✓ sales

#### 2.4.4 UCBL's branding approach

The process of developing a distinctive identity that serves as the company's most valuable asset is referred to as branding strategy. When deciding on a brand strategy, aspects such as brand positioning, brand sponsorship, brand name selection, and brand development must all be considered. Each of the brands has a distinct strategy for outperforming its competition. United Commercial Bank uses the following branding techniques:

United Commercial Bank has developed strategic agreements with several business groups, and with their support, they are branding their bank. Video content on social media: they are rather active on a social media platform and use it to communicate their deals with their customers, which is how they do brand. They make the finest use of email marketing. For example, when I received my offer letter through email from United Commercial Bank, they were employing email marketing. A website that is well-decorated and informative: I must mention that their website is well-decorated and informative. All necessary information is provided on their website, which demonstrates and represents UCBL's branding approach.

#### 2.4.5 Strategies for advertising and marketing

Marketing has lately found its way into the banking business, but as an advertising and promotion notion rather than a marketing one. Marketing is now seen to involve more than simply commercials and friendliness.

Advertising is defined as a regulated kind of non-personal communication presented by independent sponsors regarding certain ideas or services. If we look over the previous several years, we can observe that advertising work in the banking industry has increased fast. There was a period when people believed that no bank engaged in marketing or advertising. However, times have changed, and financial industries are now performing very well in advertising. They use the following tactics for advertising: Set an advertising budget; establish a platform; choose an expenditure level; create a media strategy; and, finally, measure the efficacy of advertising.

Promotion is effective, and it indicates when a vendor begins to push to market services or maybe items. The fundamental strategies utilized to achieve each organization's communication objective are often referred to as the promotional mix, and it is quite effective when it comes to selling items and services.

- ✓ Publicity
- ✓ Sales advancement
- ✓ Community relationships
- ✓ Individual selling

The four components of the promotional mix are as follows. Direct marketing and interactive tools are examples of supplementary tools.

United Commercial Bank, on the other hand, exclusively employs a direct marketing and sales promotion technique.

They use direct marketing techniques such as television commercials, print ads, direct mail, and consumer feedback. In the same manner, they undertake personal selling by providing knowledge and expressing the value of their brand to clients.

## 2.5 Financial Performance and Accounting Practices

### 2.5.1 Financial Performance analysis

United Commercial Bank provides both standard and Islamic finance. Traditional loaning services will be provided by the Bank's conventional banking branches, while Islamic loaning services will be provided by Islamic banking branches by the operating modes and strategies permitted by Islamic Shariah. It is simple to determine how strong or weak the link between the balance sheet and loss and profit is by doing a financial analysis.

#### 2.5.1.1 ROA (RETURN ON ASSET)

ROA is a calculation that determines how profitable a company's total assets are. Return on Assets (ROA)  $(\text{Net income}/\text{Average total assets}) \times 100$

	2020	2019	2018	2017	2016
<b>Return on Asset (After Tax)</b>	0.61%	0.65%	0.62%	0.70%	0.84%



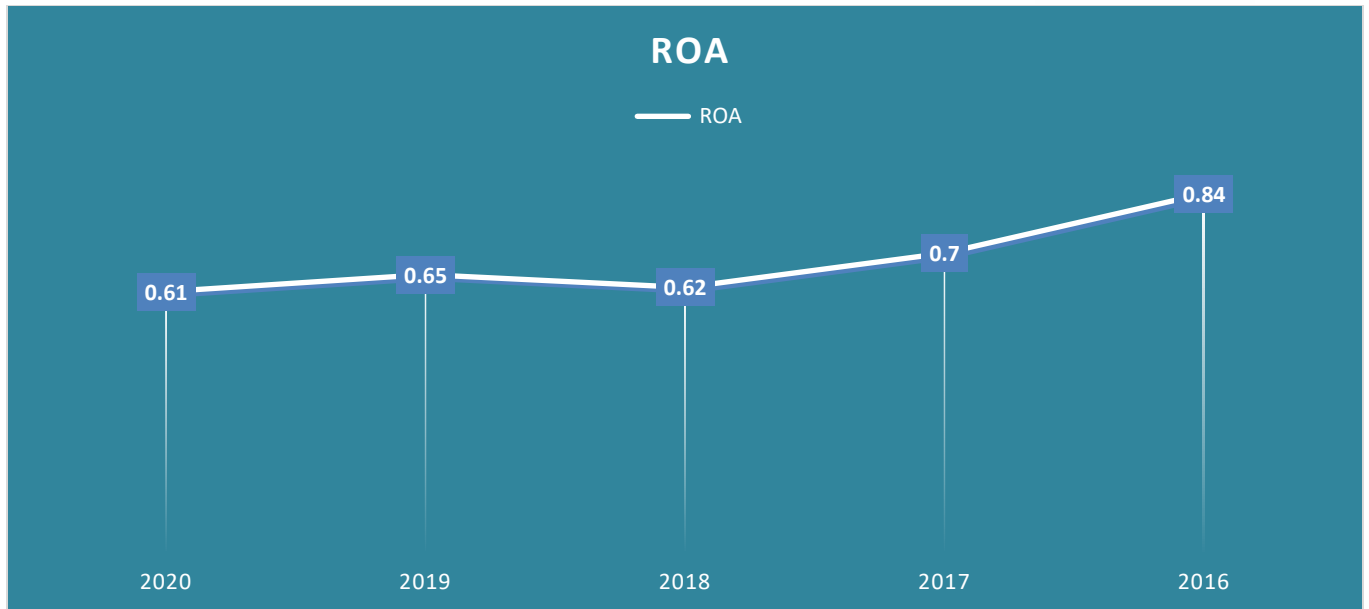


Figure 3: Return on Asset (Annual report, 2020)

### 2.5.1.2 Return on Equity(ROE)

The return on equity depicts the dividend yields that a shareholder receives on his or her investment. A higher percentage suggests a better outcome for both stakeholders and the bank.

ROE (net income divided by average shareholders' equity)\* 100

	2020	2019	2018	2017	2016
<b>Return on Equity (After Tax)</b>	8.42%	8.94%	9.45%	9.31%	10.24%

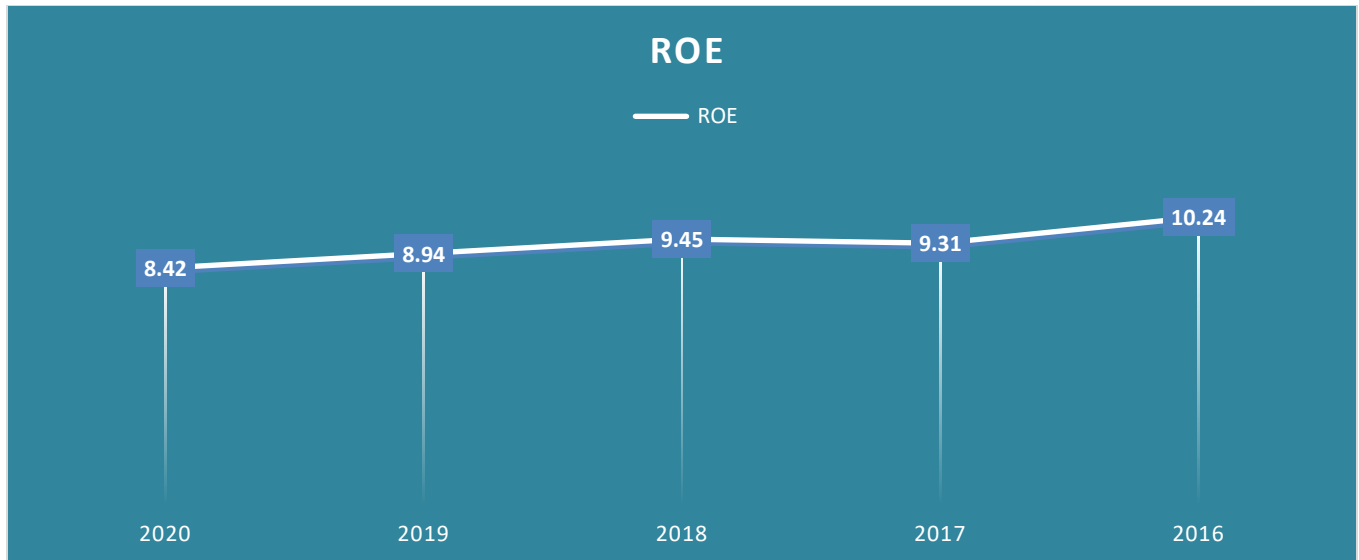


Figure 4: Return on Equity (Annual report, 2020)

### 2.5.1.3 Net Profit Margin (NPM):

It is a useful statistic of operational success since it gauges revenue profit. It also discloses a company's cost structure, pricing, and production efficiency.

Net Profit Margin (Total Revenue – Net Income)\*100

	2020	2019	2018	2017	2016
<b>Net Profit Margin (NPM)</b>	75.24%	74.10%	74.03%	71.31%	72.24%

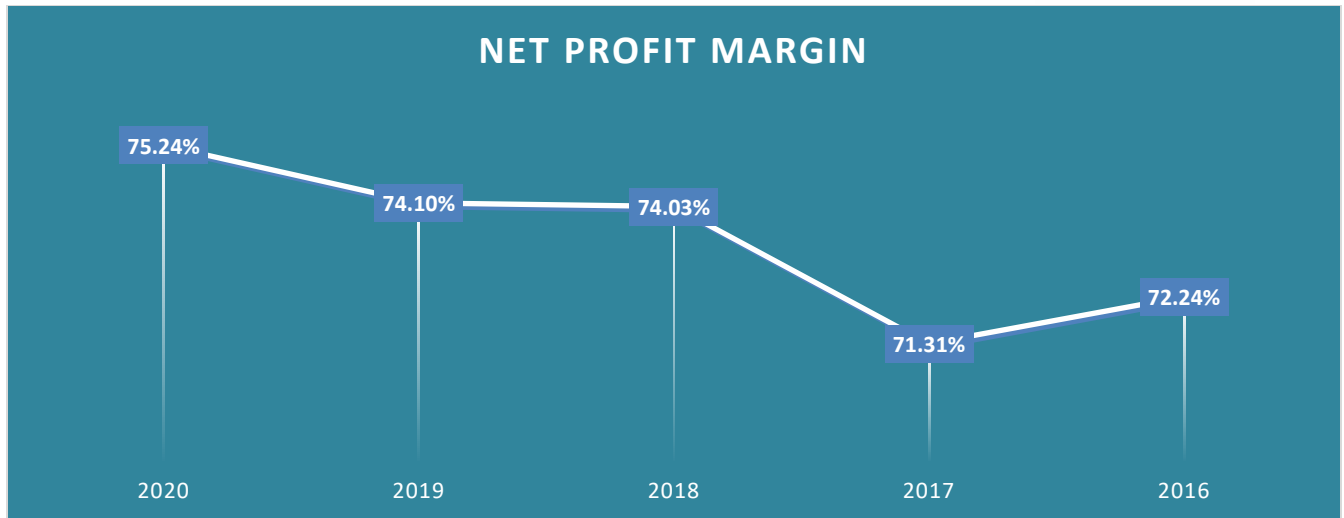


Figure 5: Net Profit margin (Annual report, 2020)

#### 2.5.1.4 Current ratio analysis:

The current ratio is a key liquidity figure that is often used to assess a company's financial health or a bank's ability to satisfy short-term commitments. Knowing this ratio is essential for a company's creditors, investors, and suppliers to make choices. When making business choices, these stakeholders rely heavily on the present ratio.

$$\text{Current Ratio} = (\text{Current Assets} / \text{Current Liabilities}) * 100$$

	2020	2019	2018	2017	2016
<b>Current Ratio</b>	1.15%	1.13%	1.15%	1.16%	1.16%

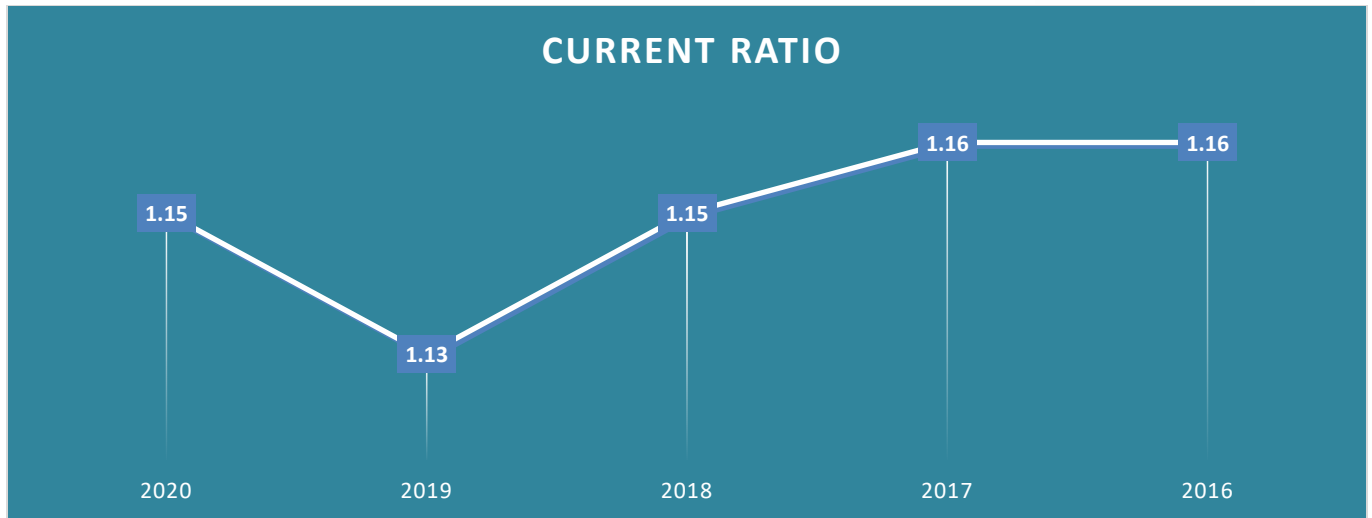


Figure 6: Current Ratio (Annual report, 2020)

#### 2.5.1.5 Financial procedures at UCBL:

The accounts department of the bank assures the following critical issues:

Giving training on the right accounting procedure to each branch, preparing a reconciliation report for each branch, and assisting the branches with month-end closure. Moreover, Accounting services with a high degree of accuracy are provided. Every dollar spent by the bank is by the 3Es, which are Effectiveness, Efficiency, and Economy. The delivery service is finished on time. Each transaction must be accurately recorded and reconciled. Every month, a profit prediction report is created. Reports are generated on an annual and quarterly basis.

## 2.6 Operation Management & Information System

### 2.6.1 Management of Operations:

In general, production leadership's goal is to help a financial institution operate more efficiently. The above procedure has been overseen by the organization's governing council and managerial staff. The above structure has mostly been made up of a few initiatives that seem to be critical towards the bank's operations and provide efficiency to all job segments. This system will identify the bank's flaws and take corrective action to address them. The banking activity is monitored by an audit committee. Furthermore, upper management meets with auditors on a periodical basis the efficiency of the organization's current administration. Annually, the direction-finding committee evaluates and reports to the board of directors on the bank's operating operations.

United Commercial Bank is working hard to improve its operational efficiency to accomplish its goals and create a big profit. For the year 2020, the Bank met practically all of its declared objectives. The bank's performance has continued to improve as a consequence of its strong commitment to boosting operational efficiency and profitability while adhering to all regulatory requirements. In addition, the Bank's financial stability was maintained by prudent security, liquidity, and capital management.

#### 2.6.2 Practices in Information Systems:

First and foremost, United Commercial Bank is well-connected to an improved SWIFT network. The bank has joined SWIFT, which is a highly widespread and efficient procedure in the banking business all around the globe. A Router System has also been established at the Head Office, allowing them to receive real-time information.

Second, they have a widespread network towards the country. To provide a high-speed and secure network inside the bank, the ICT division has clustered the networking system within the bank, such as security monitoring at all times, an early warning system, and so on.

Third, two-factor authentication has been utilized in critical applications such as SWIFT. Employees in entry-level positions are unable to have their asses kicked.

Finally, United Commercial Bank manages the data application for the three locations. It is effectively maintained with the assistance of the ICT division, and it decreases the risks of data loss, which is a very important instrument.

### 2.7 Analysis of the Industry and Competition

The first stage in doing United Commercial Bank's market and competitor analysis is to assess the bank's financial performance. The bulk of the value of UCBL's investment cell, according to the performance analysis, is in equities, corporate debt, debt instruments, index funds, and other marketable securities.

United Commercial Bank provides both funded and unfunded credit, with overdraft fees, debt securities, and term loans being the most common kinds of commercial credit. These sponsored and unfunded credits get a better IR than the majority of other recognized universities. Loan rates of United Commercial Bank vary from those of its rivals.

### 2.7.1 Porter’s Five Forces Analysis of UCBL:

One of the most well-known assessment that can be performed on any organization to identify its market position is Porter's Five Forces study.

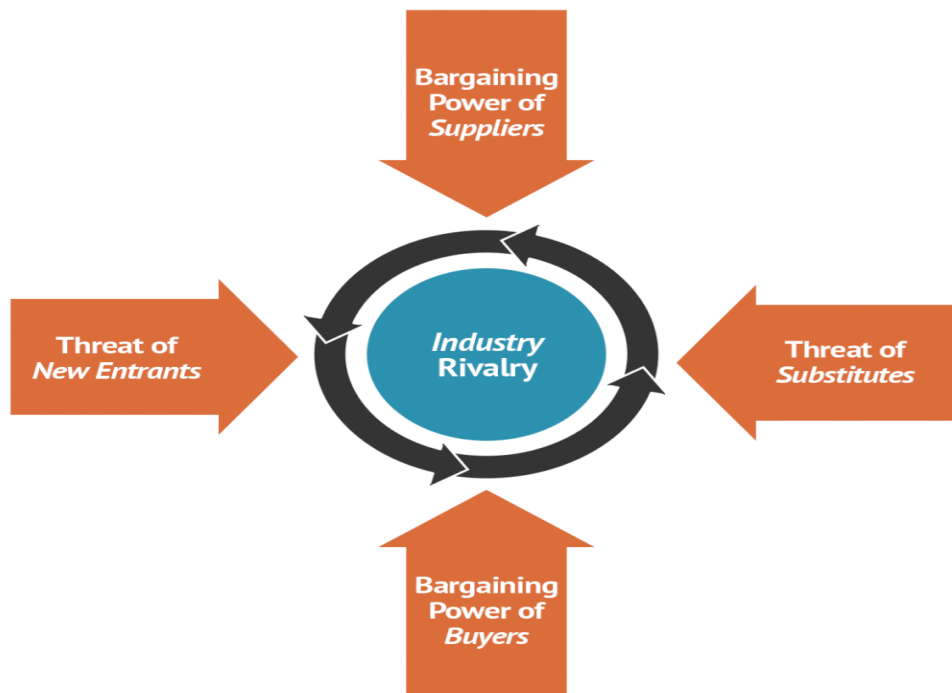


Figure 07: Porter’s Five Model (Sources from LSE blogs, 2016)

The danger of new entrants: In that case, new technologies have reduced the barrier to entry in today's contemporary banking operations. With the introduction of online banking, intermediaries are no longer restricted to mere connection. Furthermore, by lowering costs and extending distribution channels via the use of technology financial industry would be able to participate effectively in the banking sector of our country. Clients from everywhere in the globe may use this information to choose the best borrowing costs or the best treatment. Another element that

lowers the barriers of entry is low barriers to entry, like currency transactions from one bank to another. As a result, as a treasury bank, United Commercial Bank is unconcerned about the obstacles provided by newcomers.

The danger of substitutes: Even though globally has resulted in massive acquisitions, the banking sector is facing an expanding number of substitutes in aspects of the threat of new entrants. This is mostly owing to the ability of contemporary technology to minimize range, which has long been a hurdle for international banks with no physical branches in local markets. However, there aren't many choices. The authorities have been unable to devise any creative savings programs that will appeal to the majority population, lessening the danger of banking system replacements. As a consequence, United Commercial Bank provides services comparable to those provided by other banks.

Buyer negotiating power: Users' leverage is very limited since it is mostly regulated by the government. Every bank is required to observe all of the Bangladesh Bank's guidelines. Furthermore, switching fees for clients who wish to leave United Commercial Bank are low, and customers may readily receive financial services from other banks. In addition, other banking sectors like BRAC Bank, DBBL, and HSBC, do not function based on customer bargaining.

Suppliers' or depositors' negotiating power: As a consequence of technical developments, account holders' bargaining power has risen. The growth of telebanking and internet banking has pushed depositors. Depositors may rapidly profit from knowing which bank has the greatest rate of interest and deposit their funds there, while consumers hunt for loans based on the opposite criterion, the cheapest rate. As a consequence, the sector's price sensitivity has risen, as has the number of replacements accessible to depositors.

Competition among existing competitors: To compete for the same client base, foreign and domestic bankers are progressively dealing fiercely with one another.

United Commercial Bank Limited's direct rivals are commercial banks, who compete for the same market share and customers. Additionally, local banks get a lengthy history of confidence with their customers, which offers them an edge. Local banks are fast to mimic, and since the financial system is so open, imitation is easy, increasing rivalry among rivals.

## 2.7.2 SWOT analysis of UCBL:

This study is a useful method for determining the strengths, weaknesses, opportunities, and dangers of a certain company or commercial transaction. It comprises determining the aim of the endeavor or business agreement, as well as determining the positive and viable internal and external aspects that will allow the goals to be met. A SWOT analysis seeks to uncover both controllable internal aspects (strengths and weaknesses) and uncontrolled external variables.



Figure 08: SWOT analysis ( Sources from Pinterest)

### 1. Strengths:

- ✓ United Commercial Bank has a broad network across the nation and provides high-quality service to all types of customers.
- ✓ United Commercial Bank fosters a strong feeling of community.
- ✓ The work atmosphere is welcoming, communicative, and pleasant.
- ✓ There are no hidden limits or boundaries between upper-level individuals and workers when they engage.
- ✓ The following UCBL culture is a primary incentive for workers. UCBL was founded by a group of the country's most prominent business leaders.
- ✓ Their senior management is extremely experienced



- ✓ They are a third-generation bank having a good IT infrastructure, and they have a good capital basis.

## 2. Weakness:

- ✓ The future direction should be defined today, with a firm and realistic strategic strategy.
- ✓ Management lacks expertise in improving employee engagement, and they have a small market share in comparison to their rivals.
- ✓ Some employment at United Commercial Bank provides minimal opportunity for advancement or development so people who occupy such roles are discouraged.
- ✓ Another issue is that it has a group of disgruntled employees. An employee may only seek promotion after three years of service and appear for the test.
- ✓ They impose exorbitant fees for various services.

## 3. Opportunities:

Investing in numerous commercial sectors in our nation Small and medium-sized businesses Indeed, our country's rising population is gradually learning to utilize banking, which gives retail banking potential. The vast majority of our folks are middle-class. As a result, they have fantastic potential in the retail banking business. The banking industry is always looking for fresh talent. They may be employed in several industries, and their expertise and abilities can be leveraged by properly educating them. People are driven when they get speedier services, and UCBL offers tools such as SWIFT and FLORAL banking that will undoubtedly take them in a successful direction.

## 4. Threats:

The Central Bank carefully regulates all banking activities in local banks such as UCBL. Restriction may occasionally create a barrier in the routine operations and policies of the bank. Liquidity crises occur from time to time in the UCBL money market. Other commercial banks may simply replicate UCBL's service offering. As a consequence, the bank is always producing new products to gain a temporary competitive edge over its rivals.

## 2.8 Summary & Conclusions:

The bank's role in structuring financial capital is critical to economic success. United Commercial Bank Limited has been in operation for 39 years with great success. The UCBL also helps to enhance the country's economic status. UCBL is using a variety of strategies and launching new initiatives to keep up with the newest industry trends and consumer demands by providing new goods and services. Moreover, the value of their service is excellent. Furthermore, they have a well-structured information process in place from top to bottom. UCBL has a solid position in a competitive market. It is among the fastest-growing banks. Furthermore, the bank's senior management prioritizes offering great client service. The highest management body directs employees to provide excellent customer service. The bank prioritizes enhancing the productivity of its business organization.

## 2.9 Recommendations:

In my point of view, UCBL has to improve a few aspects to achieve greater effectiveness in the future. These are as follows:

UCBL should ineffectively modernize its IT infrastructure. Even though they are utilizing cutting-edge technology, I have found the server to be quite sluggish at times. More deposit options for lower-level consumers should be introduced by the bank. Employees of UCBL should get need-based training regularly, as well as a performance review. Bank officials should react appropriately to the many sorts of difficulties encountered by clients.

I would encourage UCBL to conduct its promotional operations aggressively. I would advise UCBL to devote some of its attention to financial services in addition to commercial banking to attract a wider variety of consumers and get a greater market share. Furthermore, UCBL should refrain from granting large loans without proper paperwork. To stay competitive and compete at the highest level in the business, UCBL should be able to provide better and more seamless services to its clients than its rivals.

## Chapter 3: Project Part

### **Determinants of Employee Retention at United Commercial Bank limited**

#### 3.1 Introduction

##### 3.1.1 Background

Saba Gulzar and Dr. Avinsah (2017) have stated that the banking business is suffering an issue with employee turnover rate due to insufficient HR rules in the banking sector. The COVID-19 pandemic posed significant obstacles to many parts of life, including social, economic, public health, governmental, and banking operations, as well as the customer relationship management role in the banking industry. Pooja Dangol (Pooja Dangol,2021)

Every banking sector has a primary goal of retaining its workforce, which includes a wide range of factors, not just a high salary and a high position in the organization. These include factors such as career development opportunities, work environment, supervisor support, work-life conflict, and rewards. (Worku Bogale, Y 2019).

As the banking industry has become more competitive, the success of any firm is increasingly dependent on its competent personnel, and keeping valuable people is becoming a critical strategic challenge for them. The modern banking industry is putting greater emphasis on employee satisfaction to retain its highly-skilled staff (Islam and Hasan, 2005). Banking jobs are continuously evolving, and as a result, the elements that affect employee retention are also evolving. Employee retention is critical to the success of Bangladesh's banking industry, regardless of whether it is private or public. There is a direct correlation between high turnover costs and a company's failure to keep its best staff in certain areas. As a result, it's tough to locate a substitute for valued human resources. Even after a pandemic, it's important to get hold of the best workers so that they'll stay with the firm for a long time. Because of this, we must develop ways to increase employee retention.

### 3.1.2 Literature Review:

Employees are vital to the company since their worth is intangible and difficult to imitate (Meaghan & Nick 2002). Previously, researchers tried to anticipate why people left their jobs. Many studies only address a few factors that explain relatively little variation in turnover rate. Another criticism of such research is that they don't adequately reflect the complicated psychological processes that influence workers' decisions to leave.

Many scholars focused on turnover since it has substantial implications on organizations (Denvir & McMahan 1992). Many experts claim that high turnover rates might negatively impact profitability (Barrows 2000). According to Fit-zenz (2005), employee retention is influenced by major aspects such as strategy, salary, benefits philosophy, organizational culture, and career development. Some of these concerns are directly or indirectly linked to employee retention. The cause is larger mobility in a global learning culture.

Many human resource practices have been shown to reduce absenteeism and increase employee retention (Meyer and Allen, 2001). Workers' decision to leave banking institutions has been the subject of a few studies in Bangladesh. Moreover, an empirical study by Mahmud and Idrish (2011) The research found that remuneration and job analysis are the most significant HRM strategies that banks should undertake to decrease employee intention to quit. Similarly, Newaz et al. (2007) discovered that workers leave organizations because their effort is undervalued and unrecognized.

Park et (1994) For top-performing workers found that strong income increases decreased turnover, whereas lack of sufficient acknowledgment and a competitive compensation structure increased turnover. Sutherland (2007) identified the interest in returning to the classroom, effective jobs, disappointment with the job, and substitute work opportunities as main factors on revenue. Somn & Suzzoh (2010) Workers will not tolerate poor working environment or the absenteeism of serious services such as adequate illumination, equipment, lavatories, and other well-being and security values for extensive. Employee retention in both public and private businesses was shown to be influenced by job security, according to Samuel and Chipunza (2009). Ling, Bahron, and Boroh (2014) found a substantial link between role stress and work satisfaction, with sexual identity as a moderator. It was also revealed that top management compassion and consciousness

absorbed the impact of traumatic situations on chronic stress, quality of work-life life, work motivation, and stepping down the intention.

According to Jasper (2007), a superior-subordinate relationship also affects employee retention. It was characterized as the supervisor-employee relationship. Pitts et al (1990) found that workers' perceptions of the company were impacted by their supervisors. This will increase employee engagement, open communication with supervisors, and employee dedication, therefore increasing retention (Landsman,2008). If this bond is weak, workers will get demotivated and look for other jobs (Kooker et al.,2007) Employees who feel appreciated, acknowledged, and honored will be more productive and more likely to stay with the company (Mathis and Jackson,2010). This will help develop trust between workers and managers.

### 3.1.3 The Research Methodology:

The research focused on the organizational aspects such as compensation, career development, employee engagement, anxiety, working condition, job stability) that influence employee retention at every banking sector of our country. Data was acquired from either internal or external sources. The study sample was drawn at random from six different UCBL branches in Dhaka City (Ashulia Branch, Sreepur Branch, Nabinagar Branch, Gulshan Branch, Banani Branch, Uttara Branch). Because the whole community was inaccessible, the study used a non-probability sampling approach, with 70 employees selected as the random sample. A self-designed questionnaire with 15 questions was created and sent to different levels of an organization to gather the necessary information. The data were analyzed using SPSS software and the Regression analysis technique, and the normal probability plot was used to provide further conclusions.

## 3.2 Findings and Analysis

### 3.2.1 Test for Reliability:

In this situation, we can observe that the closer Cronbach's Alpha is to 1.0, the higher the accuracy of internal consistency. It indicates that if the dependability is more than 0.8, it is considered strong. The questionnaire used in this research is deemed suitable since its value is more than 0.80

Reliability_Statistics	
Cronbach's Alpha	Number of Items
.849	15

Table III represents different branch names of UCBL where we can see several percentages that show different people from different branches participating in this questionnaire. Here, we can see that most people participate from the Gulshan branch which is (26.1%) where the lowest participant collected from the Banani branch(11.6%). Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=2.95, median=1.3, SD=1.42

		Branch_name			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ashulia	14	20.3	20.3	20.3
	Spur	17	24.6	24.6	44.9
	Banani	8	11.6	11.6	56.5
	Gulshan	18	26.1	26.1	82.6
	Uttara	12	17.4	17.4	100
	Total	69	100	100	

Table:02

According to table (IV) which represents different Years of operation at UCBL where we can see participants working duration that represents how many years they work for the company. In this section, we can see that most people who participate belong (0-5) years of the operation that is 47.8% whereas the lowest responses come from the employees who are serving for 15 years or above Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=1.6, median=2.0, SD=.68

Years_of_operation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	33	47.8	47.8	47.8
	5-10	28	40.6	40.6	88.4
	15 years and above	8	11.6	11.6	100
	Total	69	100	100	

T: 03

Table V shows the various levels of designation of those employees' professions where the majority of people participate as senior officers and provides valuable information for the survey. In that case, 39.1 % of those who participated in the survey are senior officers, while 5.8 % are from the executive department. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=2.1, median=2.0, SD=1.2

Designation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Junior officer	24	34.8	34.8	34.8
	Senior officer	27	39.1	39.1	73.9
	Assistant manager	5	7.2	7.2	81.2
	Operation manager	9	13.0	13.0	94.2
	Executive	4	5.8	5.8	100.0
	Total	69	100.0	100.0	

T: 04

Table VI represents the male and female ratio of the sample population. In that case, I found 63.8% male participants and 36.2% female participants for my survey. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=1.3, median=1.0, SD= 0.48

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	44	63.8	63.8	63.8
	Female	25	36.2	36.2	100
	Total	69	100	100	

T: 05

According to Table VII, which shows that a significant proportion of workers are pleased (53.0%) whereas (37.0%) employees were dissatisfied with what they get from the company. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.2, median=4.0, SD=1.4

Offering benefits					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	13.0	13.0	13.0
	Disagree	17	24.6	24.6	37.7
	Neutral	6	8.7	8.7	46.4
	Agree	20	29.0	29.0	75.4
	Strongly agree	17	24.6	24.6	100
	Total	69	100	100	

T: 06

According to Table VIII, a significant proportion of workers (69.01 %) are delighted with their jobs the bonuses that they got from the company every year whereas (22.0%) employees were dissatisfied with their offering from the company Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.5, median=4.0, SD=1.2

Offering_yearly_bonus					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	11.6	11.6	11.6
	Disagree	8	11.6	11.6	23.2
	Neutral	5	7.2	7.2	30.4
	Agree	34	49.3	49.3	79.7
	Strongly agree	14	20.3	20.3	100.0
	Total	69	100.0	100.0	

T: 07

According to table IX, the majority of workers (69.0 %) agreed that the company encouraged them in acquiring skills and knowledge, while a smaller number of employees were being disagreed



with the statement and that is (26.0%). Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3, median=4.0, SD=1.

Opportunity_to_gain_expertise					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	13	18.8	18.8	18.8
	Below Average	6	8.7	8.7	27.5
	Average	2	2.9	2.9	30.4
	Good	32	46.4	46.4	76.8
	Excellent	16	23.2	23.2	100.0
	Total	69	100	100	

T: 08

According to Table X, a significant number of workers (73.02 %) feel that their company provides for professional advancement, while (26.60 percent) disagree with the assumption. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.5, median=4.0, SD=1.3

Common_development_opportunity					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	13.0	13.0	13.0
	Disagree	9	13.0	13.0	26.1
	Agree	35	50.7	50.7	76.8
	Strongly agree	16	23.2	23.2	100.0
	Total	69	100	100	

T: 09

According to Table XI, 71.07 % of workers are pleased with the measure of assurance in their particular firms, while just 20.17 % disagree with the assumption. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.5, median=4.0, SD=1.3

Job_Security					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	13	18.8	18.8	18.8
	Below Average	2	2.9	2.9	21.7
	Average	5	7.2	7.2	29.0
	Good	34	49.3	49.3	78.3
	Excellent	15	21.7	21.7	100.0
	Total	69	100.0	100.0	

T: 10

According to the data in Table XII, practically all level workers are happy with their physical working conditions, with a proportion of 68.10 % for the majority of people who work, whereas only 18.8% people disagree because they think the condition of the work environment is not so good and 4.3% think the condition is average. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.3, median=4.0, SD=1.37

Working_condition_Environment					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	13	18.8	18.8	18.8
	Below Average	6	8.7	8.7	27.5
	Average	3	4.3	4.3	31.9
	Good	36	52.2	52.2	84.1
	Excellent	11	15.9	15.9	100.0
	Total	69	100	100	

T: 11

In this case, most employees agreed that the organization properly raised their salary on an annual basis whereas the percentage is 71.0% which indicates that most of the people are happy about the statement. However, 23.16% of people think that they could not get benefits as annual raise of

their salary. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.49, median=4.0, SD=1.3

Annual_raise_to_salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	15.9	15.9	15.9
	Disagree	6	8.7	8.7	24.6
	Neutral	3	4.3	4.3	29.0
	Agree	36	52.2	52.2	81.2
	Strongly agree	13	18.8	18.8	100.0
	Total	69	100.0	100.0	

T: 12

Table XIV shows that 72.40% of employees believe that the increment would increase due to better performance regarding their work towards the job. On the other hand, 24.6% think that there is no relationship between assessment and salary. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.53, median=4.0, and SD=1.29.

Assessment_process_to_determine_salary					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	13.0	13.0	13.0
	Disagree	8	11.6	11.6	24.6
	Neutral	2	2.9	2.9	27.5
	Agree	37	53.6	53.6	81.2
	Strongly agree	13	18.8	18.8	100.0
	Total	69	100.0	100.0	

T: 13

From the information from table XV, we can see that 75.3% of employees believe that UCBL belongs to have a good reputation compared to other rivals. On the other hand, 21.07% of

employees think that some policies should change for the further betterment of the company. Furthermore, the association is substantial, as seen by the Chi-Square, which shows mean=3.66, median=4.0, SD=1.2

Employer_Reputation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Poor	6	8.7	8.7	8.7
	Below Average	9	13.0	13.0	21.7
	Average	2	2.9	2.9	24.6
	Good	37	53.6	53.6	78.3
	Excellent	15	21.7	21.7	100.0
	Total	69	100.0	100.0	

T: 14

### 3.2.2 Discussion of Study:

The research focuses on several factors that affect the retention of workers at the private commercial banks in Bangladesh. It has been discovered that the statements of the factors are greatly reliant on the employees' beliefs about their organization. Throughout most of the variables such as nonfinancial advantage, the quantity of reward, the procedure of yearly bonus, advancement, promotion opportunities, performance management, the method being used decide advancement, as well as job security, is a determining factor for optimum employee's retention while these variables become less essential for entrance employees. However, some employees were unable to demonstrate their morals towards their organization while earning a great number of incentives owing to superior offers from other firms. Moreover, job performance, basic safety, colleague cooperation, corporate credibility, and corporate identity are equally essential for the engagement of all categories of staff.

### 3.3 Conclusions

Work engagement could be affected by several aspects through which level of management was the focus of the investigation. This has been It has b additionally proven that the relevance of such characteristics changes as per managerial levels. The institutions must build their engagement strategy depending on the extent of supervision as per their interests. The additional investigation could be conducted depending on various factors such as years of experience, the numerous organizations worked, etc. To finish it can be said that employee engagement is a very crucial condition for business effectiveness, image as well as maintaining relevance along with other competitors.

### 3.4 Recommendations

After completing the internship program at United Commercial Bank Limited, I would like to share some ideas. Those are described below:

- To recruit more valuable workers to stay with the firm, United Commercial Bank Limited will need to design new tactics that are superior to its competitors, so that employees are satisfied with the bank.
- They should have a research and development division so that they can ensure and monitor a proper working environment, which is sometimes more important than attractive incentives for introverted people.
- By offering this service, the department can ensure the retention of a significant number of clients, which will help the bank's overall success. Staff at the branch should be well-trained to deliver up-to-date services to its consumers.
- An appealing incentive program for employees will help to cut off turnover costs, reducing United Commercial Bank Limited's balance of payment gap.
- UCBL could employ different discounts and promotions to encourage people to join them for a stress-free work environment, and they should place a greater emphasis on technical advancement.

### 3.5 References:

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