

Report On  
Employee Job Satisfaction Factors: A Case Study of Al-Arafah  
Islami Bank Limited, Shantinagar Branch

By

Jayed Iqbal Angon  
18104251

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

BRAC Business School  
BRAC University  
June 2023

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my/our own original work while completing the 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 that has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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

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**Jayed Iqbal Angon**

Student ID: 18104251

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

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**Mohammad Atiqul Basher**

Lecturer, BRAC Business School

BRAC University

## **Letter of Transmittal**

Mohammad Atiqul Basher

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report on Employee Job Satisfaction Factors: A Case Study of Al-Arafah Islami Bank Limited, Shantinagar Branch

Dear Sir,

This is my pleasure to display my entry-level position provides details regarding 'Employee Job Satisfaction Factors: A Case Study of AL-Arafah Islami Bank Ltd', for which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significant compact and comprehensive manner as possible.

I trust that the report will meet the desires.

Sincerely yours,

---

Jayed Iqbal Angon

18104251

BRAC Business School

BRAC University

Date: July 03, 2023

## **Non-Disclosure Agreement**

This agreement is made and entered into by and between Al-Arafah Islami Bank Limited and the undersigned student at BRAC University Jayed Iqbal Angon, ID: 18104251

## **Acknowledgment**

After finishing this internship report, I realized how much I appreciated the assistance of many people. First, I would like to thank my supervisor, Mohammad Atiqul Basher, for all of his help in writing this report. He gave me everything I needed to finish this report without any trouble. I'd like to shout out to Imtiaz Mohammad Saleh, who oversaw my internship program at the organization. He currently serves as Principal Officer & Manager of Operations at Al-Arafah Islami Bank Limited, Shantinagar Branch. Throughout my internship, he was a great resource for me, both in terms of information and direction. I'd also want to thank Md. Belal Hossain, the Senior Executive Officer of AIBL, on my behalf for his assistance and the vital information he provided. Finally, I'd like to express my gratitude to everyone in my life, regardless of whether they support me or not. For better or worse, you shaped my identity.

## **Executive Summary**

The study's main goal was to find out what makes people happy at work at the Al-Arafah Islami Bank Limited office in Shantinagar. A survey was done to find out how happy bank workers are with their jobs and what they think makes them happy at work. The Shantinagar Branch of Al-Arafah Islami Bank Limited gave its staff a questionnaire to find out how to make them happier. A thorough literature review was made after the problem of employee work satisfaction and the things that affect it were looked at. Several things affect how happy someone is with their job. Things like a helpful management team, a competitive salary and benefits package, the chance to move up in your job, a safe workplace, good relationships with your coworkers, and getting paid for your hard work are all important. For this study, questionnaires are sent to forty (40) employees at the Shantinagar Branch of Al-Arafah Islami Bank Limited who work in a variety of areas. The information for this review of Al-Arafah Islami Bank Limited came from the site of the company. Data was broken down by percentages with the help of Microsoft Excel. People who work at the Shantinagar Branch of the Al-Arafah Islami Bank Limited say they are very happy with their jobs. Few workers, though, are unhappy with their chances to make decisions, their current pay and benefits, or their chances to move up. More employees could have a say in decisions, the present salaries of different levels of employees could be restructured, allowances and leave options could be increased, and so on. All of these things would make people happier at their jobs at Al-Arafah Islami Bank Limited, Shantinagar Branch. If the bank adopts the above policies, it's possible that employee happiness will go up by a lot at work.

**Keywords:** Job satisfaction; employee happiness; current pay; current pay and benefits; safe workplace.

# Table of Contents

Declaration..... ii

Letter of Transmittal ..... iii

Non-Disclosure Agreement ..... iv

Acknowledgment .....v

Executive Summary ..... vi

Table of Contents ..... vii

List of Tables ..... ix

List of Figures .....x

List of Acronyms ..... xii

Chapter 1: Overview of Internship .....1

1.1 Student Information:..... 1

1.2 Internship Information .....1

1.3 Internship Outcomes:.....2

Chapter 2: Organizational Part .....4

2.1 Introduction .....4

2.2 Overview of the Company .....6

2.3 Management Practices .....14

|     |  |    |
|-----|--|----|
| 2.4 | Marketing Practices .....                                    | 18 |
| 2.5 | Financial Performance and Accounting Practices.....          | 19 |
| 2.6 | Operations Management and Information System Practices ..... | 24 |
| 2.7 | Industry and Competitive Analysis .....                      | 25 |
| 2.8 | Summary and Conclusion.....                                  | 31 |
| 2.9 | Recommendation/Implications .....                            | 31 |
|     | Chapter 3: Project Part .....                                | 33 |
| 3.1 | Introduction.....  | 33 |
| 3.2 | Methodology.....   | 39 |
| 3.3 | Findings and Analysis .....                                  | 41 |
| 3.4 | Summary and Conclusion.....                                  | 60 |
| 3.5 | Recommendation/Implications .....                            | 61 |
|     | Reference.....   | 63 |
|     | Appendix A.....  | 65 |



## List of Tables

|   |    |
|---|----|
| <b>Table 1: Gender of Respondents</b> ..... | 41 |
| <b>Table 2: Question 01</b> .....           | 42 |
| <b>Table 3: Question 02</b> .....           | 43 |
| <b>Table 4: Question 03</b> .....           | 44 |
| <b>Table 5: Question 04</b> .....           | 45 |
| <b>Table 6: Question 05</b> .....           | 46 |
| <b>Table 7: Question 06</b> .....           | 47 |
| <b>Table 8: Question 07</b> .....           | 48 |
| <b>Table 9: Question 08</b> .....           | 49 |
| <b>Table 10: Question 09</b> .....          | 50 |
| <b>Table 11: Question 10</b> .....          | 51 |
| <b>Table 12: Question 11</b> .....          | 52 |
| <b>Table 13: Question 12</b> .....          | 53 |
| <b>Table 14: Question 13</b> .....          | 54 |
| <b>Table 15: Question 14</b> .....          | 55 |
| <b>Table 16: Question 15</b> .....          | 56 |
| <b>Table 17: Question 16</b> .....          | 57 |
| <b>Table 18: Question 17</b> .....          | 58 |

## List of Figures

|  |    |
|--|----|
| <b>Figure 1: Board of Directors</b> .....                | 11 |
| <b>Figure 2: Recruitment and Selection Process</b> ..... | 15 |
| <b>Figure 3:Return on Asset (ROA)</b> .....              | 19 |
| <b>Figure 4: Return on Equity (ROE)</b> .....            | 20 |
| <b>Figure 5: Net Profit Margin (NRM)</b> .....           | 21 |
| <b>Figure 6: Earnings Per Share (EPS)</b> .....          | 22 |
| <b>Figure 7: Loan-to-Loan Deposit Ratio (LDR)</b> .....  | 23 |
| <b>Figure 8: Question 1 Survey</b> .....                 | 42 |
| <b>Figure 9: Question 2 Survey</b> .....                 | 43 |
| <b>Figure 10: Question 3 Survey</b> .....                | 44 |
| <b>Figure 11: Question 4 Survey</b> .....                | 45 |
| <b>Figure 12: Question 5 Survey</b> .....                | 46 |
| <b>Figure 13: Question 6 Survey</b> .....                | 47 |
| <b>Figure 14: Question 7 Survey</b> .....                | 48 |
| <b>Figure 15: Question 8 Survey</b> .....                | 49 |
| <b>Figure 16: Question 9 Survey</b> .....                | 50 |
| <b>Figure 17: Question 10 Survey</b> .....               | 51 |
| <b>Figure 18: Question 11 Survey</b> .....               | 52 |
| <b>Figure 19: Question 12 Survey</b> .....               | 53 |
| <b>Figure 20: Question 13 Survey</b> .....               | 54 |
| <b>Figure 21: Question 19 Survey</b> .....               | 55 |
| <b>Figure 22: Question 15 Survey</b> .....               | 56 |

|  |    |
|--|----|
| <b>Figure 23: Question 16 Survey</b> ..... | 57 |
| <b>Figure 24: Question 17 Survey</b> ..... | 58 |

## List of Acronyms

|      |   |
|------|---|
| AGMs | Annual General Meetings                   |
| AIBL | Al-Arafah Islami Bank Limited             |
| BBA  | Bachelor of Business Administration       |
| BBS  | BRAC Business School                      |
| BPMD | Business Promotion and Marketing Division |
| CBS  | Core Banking Software                     |
| EPS  | Earnings Per Share                        |
| GB   | General Banking                           |
| HQ   | Head Quarter                              |
| HRD  | Human Resource Division                   |
| HRM  | Human Resource Management                 |
| ITD  | Installment Based Term Deposit            |
| LDR  | Loan-to-Loan Deposit Ratio                |
| NIDs | National Identity Cards                   |
| NPM  | Net Profit Margin                         |
| NRM  | Net Profit Margin                         |
| ROA  | Return on Asset                           |
| ROE  | Return on Equity                          |

# **Chapter 1: Overview of Internship**

## **1.1 Student Information:**

Name: Jayed Iqbal Angon

ID: 18104251

Program: Bachelor of Business Administration (BBA)

Major/Specialization: Human Resource Management (HRM)

## **1.2 Internship Information**

**1.2.1 Period:** The internship started on February 16, 2023 and ended on May 16, 2023.

Company Name: Al-Arafah Islami Bank Limited (AIBL)

Department/Division: General Banking (GB)

Address: 24/1, Sun Tower (1<sup>st</sup> Floor), Chamelibag, Shantinagar, Dhaka-1217

**1.2.2 Internship Company Supervisor's Information:** Imtiaz Mohammad Saleh, Principal Officer & Manager Operation, Al- Arafah Islami Bank (AIBL), Shantinagar Branch.

### **1.2.3 Job Scope – Job Description/Duties/Responsibilities:**

I first worked at the front desk of the Shantinagar Branch. On my first day of work, I saw my more experienced coworkers come in and started to learn what a front desk officer does. On day two, I had to start acting like a real bank worker.

It was part of my job to help my coworkers with their regular tasks. My main jobs were to take deposits, handle customers' checkbooks, and hand them back to them. I used to be responsible for

getting ATM cards and giving them to customers. Also, every time they came to start an account, I had to check their National Identity Cards (NIDs) and passports. I was also in charge of sending signed and sealed verification letters to customers whose accounts needed their addresses to be checked.

### **1.3 Internship Outcomes:**

**1.3.1 Student's contribution to the company:** During my internship at AIBL, I helped clients by answering their questions about how to start an account, send a check to be cashed, and do other banking tasks. Also, helping clients fill out other forms like deposit slips, checks, pay orders, etc. Also, they help clients start accounts and fill out paperwork. I also helped by putting information about checkbooks, debit cards, and PINs in the register and saving it. We also have the many application forms that our customers need for different reasons. Last but not least, calling customers with idle accounts to get them going again.

**1.3.2 Benefits to the student:** An internship is the best way for a recent graduate to get ready for a business background. During my internship, I learned a lot about how a corporate worker should act, including how to work with both junior and senior coworkers. My job also taught me how to include our clients in our work the right way. Another theme that ran through these guides was how important it is to keep your personal and work lives separate. This experience also taught me how important it is to do my job in a professional way. Working here has taught me that for a stress-free work week, it's important to plan and schedule chores well and avoid unnecessary stress. Having an internship has helped me set both personal and work goals. Because of this, I am sure that a student who is about to start working or is about to finish needs an internship.

**1.3.3 Problems/Difficulties (faced during the internship period):** One of the most significant constraints on the survey and data collection was the relatively short duration of the internship (3 months). Having more time and help from the resources that I used for this brief term is essential if we are to deliver more information and collect more data. Even though I worked hard to ensure that all relevant material was included in this report, I was still unable to complete it due to some constraints. The problems/difficulties I faced are mentioned below:

- First, I had only three months to gather information and complete the survey, which was not a lot of time.
- Second, the bank's employees rarely had time to get together because of the hectic nature of their workdays during banking hours.
- Third, because a three-month employment contract is so short, many workers were reluctant to give me their honest opinions out of fear of losing their jobs.
- Fourth, as an intern at AIBL, I was denied access to the institution's official software. This was a major setback since, had I been given access to the program, I could have learned about any technical issues encountered by the staff.
- Fifth, there were not any structured sitting arrangements for interns. This creates many pauses during my work.

**1.3.4 Recommendations (to the company on future internship):** The bank should provide remuneration for future interns who will be coming to do internships. Also, they should initiate a better and safe environment for female interns. Moreover, it is highly recommended that there should be a separate praying room facility for female interns.

## **Chapter 2: Organizational Part**

### **2.1 Introduction**

#### **2.1.1 Background of the study**

To get a BBA degree, students must demonstrate their ability to apply what they've learned in the classroom to real-world scenarios. Gaining practical excellence through the application of theoretical information acquired in a Bachelor of Business Administration (BBA) program is facilitated by the practical implementation of learned concepts. Because of this, graduating students at BRAC Business School (BBS), BRAC University are required to participate in a three-month internship program as part of the requirements for the Bachelor of Business Administration (BBA) degree. After much deliberation, I decided to intern at Al-Arafah Islami Bank Limited. All of my work during my internship's first three months will be evaluated by Imtiaz Mohammad Saleh, Principal Officer & Manager Operation, Al-Arafah Islami Bank Limited.

#### **2.1.2 Selection of Topic**

The topic is based on my internship experience at AIBL's general banking division, which lasted for three months. After much deliberation with me, Mr. Mohammad Atiqul Basher, my internship advisor, has assigned me to work on the topic provided.

#### **2.1.3 Statement of the research topic/ Purpose of the Study and Problem Statement**

When it comes to employee happiness at work, Al-Arafah Islami Bank Limited's management is constantly trying new things to surprise and please workers, come up with creative ideas, and motivate workers. When a worker is intrinsically driven, happy, and fulfilled in their work, they are said to be job contented. Employees that are happy in their jobs are more likely to give their all for the company. When workers are content in their roles and with the company as a whole,



they are more likely to want to contribute to the company's success. However, there are times when neither new nor current employees are happy with the facilities, culture, or working conditions given by the bank authorities. Employees' dissatisfaction and subsequent decline in productivity are direct results of these issues. The purpose of this study is to investigate Employee Job Satisfaction Factors of Al-Arafah Islami Bank, Shantinagar Branch to provide a solution.

#### **2.1.4 Objective of the Research**

**Broad Objective:** The broad objective of this research is to identify the factors that contribute to the satisfaction of workers at Al-Arafah Islami Bank Limited.

**Specific Objective:** The specific objective of this study is to identify the elements influencing job satisfaction at Al-Arafah Islami Bank Limited. Another objective is to provide recommendations to enhance the happiness of bank workers in their jobs which fall under specific objective

#### **2.1.5 Scope of the Research**

Employee contentment is crucial to the development and expansion of the banking industry as a whole. It must be measured frequently. The aspects that contribute to employee job satisfaction in the company are the focus of this research. These include managerial support, salary and benefits, advancement chances, job security, the work environment, colleague relationships, and acknowledgment of job performance. However, concerns about the survey's methodology are where attention should be focused if we're going to learn whether or not employees at Al-Arafah Islami Bank Limited's Shantinagar Branch are happy in their jobs.

### **2.1.6 Limitation of the Research**

The purpose of this research was to ensure that the final report was credible and widely accepted, but a number of obstacles had to be overcome along the road. Some of the study's flaws are as follows:

- One limitation I faced was that my internship was too brief to provide a comprehensive overview of Al-Arafah Islami Bank Limited.
- Another significant challenge encountered by the researchers was maintaining data confidentiality. Additionally, not all relevant bank employees were questioned for this study.
- One major problem that slows down data collection is a lack of time. Many topics outside the scope of this paper's discussion have to be left out.

## **2.2 Overview of the Company**

### **2.2.1 AIBL Profile**

- **Profile**

Al Arafah Islami Bank Ltd was created (registered) as a private limited company on 18 June 1995, with the intention of achieving prosperity in this world and the next by following the path prescribed by Allah and demonstrated by Rasul (SM). On September 27, 1995, the official opening ceremony was held. As of 31.12.2021, the Bank's paid-up capital was Tk.10649.02 million, whereas its authorized capital was Tk.15000.00 million. The Bank is backed by prominent Islamic scholars and devout businesses in the country. Native American stockholders will own the entire paid-in capital.

As of 31 December 2018, the bank's equity was Tk. 2348.32 crore, the number of employees was 4247 as of 31 December 2021, and the total number of shareholders was 19146. It has consistently turned a profit and paid out healthy dividends. The bank's strategy for success is to provide first-rate service to its customers by utilizing cutting-edge technology and novel offerings. The bank offers a wide variety of services and products designed specifically for its clientele.

The Bank is devoted to making major contributions to the national economy. With 209 locations, of which 25 are in the Adventist Church, it has contributed positively to the country's socioeconomic development.

- **Vision**

To lead the way in Islamic banking in Bangladesh and make a lasting impact on the development of the country's economy.

- **Mission**

- Gaining Almighty Allah's approval in this life and the next.
- The spread of banking policies based on Islamic law, or Shariah.
- Superior banking that makes use of cutting-edge tech.
- Support that is quick and effective.
- Observing strict moral principles in all economic dealings.
- Optimal development.
- Consistent and aggressive returns on investment.
- Competitive financial services with a focus on innovation.

- Get and keep excellent employees.
- Providing employees with pay that is on par with the market.
- Unwavering support for expanding the country's economy.
- Financing micro and small businesses more actively.
- Commitment
- To maintain our status as the premier Islamic financial institution in Bangladesh, we employ a customer-centric, cutting-edge approach to Islamic banking that emphasizes both the mobilization of deposits and the making of quality investments.
- Mission to provide retail, SME, and corporate clients with financial services with a personal touch through our network of branches located throughout the country.
- We tailor our business strategies to meet the evolving commercial and industrial requirements of our customers.

### **2.2.2 AIBL at a Glance**

We have everything we need in Islam. The main goal of the Islamic way of life is to achieve success in this life as well as the next. For this reason, we should model our lives after the teachings of the Qur'an and the example set by Hazrat Muhammad (Sm.) in every respect. In 1995, with those goals in mind and the desire to develop a contemporary banking system grounded on the Al-Qur'an and Sunnah, Al-Arafah Islami Bank set out on its journey.

The Bank was founded and is led by a board of directors consisting of prominent, hardworking, and religious Bangladeshis. Mr. A.Z.M. Shamsul Alam, an esteemed Islamic scholar, economist, author, and former government bureaucrat of Bangladesh, is the bank's founder and current

chairman. His visionary direction and unending motivation helped the bank gain a foothold in the competitive Bangladeshi financial market.

The bank's board of directors consists of twenty devoted and well-known Islamic figures in Bangladesh. They also have a strong reputation for business savvy. Up until January 2022, Al-Arafah Islami Bank Ltd. will have 209 locations and 4,247 workers. It has a total of 15,000,000,000 in authorized capital and 10,649,000,02,000 in paid-up capital as of the end of 2021.

Al-Arafah Islami Bank Ltd. is the most cutting-edge and successful Islamic bank in the world because of the vision of its directors, the expertise of its Islamic bankers, and the blessing of Almighty Allah.

### **2.2.3 Specialty of AIBL**

Our Islamic financial institution is unique in every respect. Within the broad framework of Shariah, we offer a wide variety of cutting-edge banking services. When it comes to our products, our principles, and our integrity, we are unmatched. Among the many things that set us apart in the Islamic banking industry are the ones listed below.

- To help rid the country of usury, AIBL operates on a profit-and-loss basis in accordance with Islamic Shariah.
- Its Shariah-compliant investing policies are carefully supervised by the Shariah Council's board of directors.
- Seventy percent of 2007's investment earnings were returned to Mudaraba depositors.
- Online banking was added to AIBL's suite of services in 2008. This section now includes Bangladeshi software in an effort to support domestic programmers.

- Annual General Meetings (AGMs) are held often by AIBL. Extraordinary General Meetings (EGMs) are also called when necessary.
- Our dedicated stockholders receive dividend payments on a regular basis. Shareholders will get a 13.50% bonus dividend for 2013.
- We are committed to serving our customers with the same sense of brotherhood, peace, and fraternity that permeates the Islamic faith.
- The bank's mission is to create a banking system that prioritizes the wellbeing of low-income and disadvantaged individuals.
- The Bank is committed to the Islamic principle of promoting a just economic order via the liberation of all people and the fair allocation of resources.
- In accordance with Islamic teachings, it is helping the country's economically disadvantaged citizens, promotes rural areas, and expands employment prospects.
- The bank has created AIBL English Medium Madrasha and AIBL Library as part of its commitment to social responsibility and philanthropy. Hopefully, more efforts will be made in the future.

## 2.2.4 Board of directors

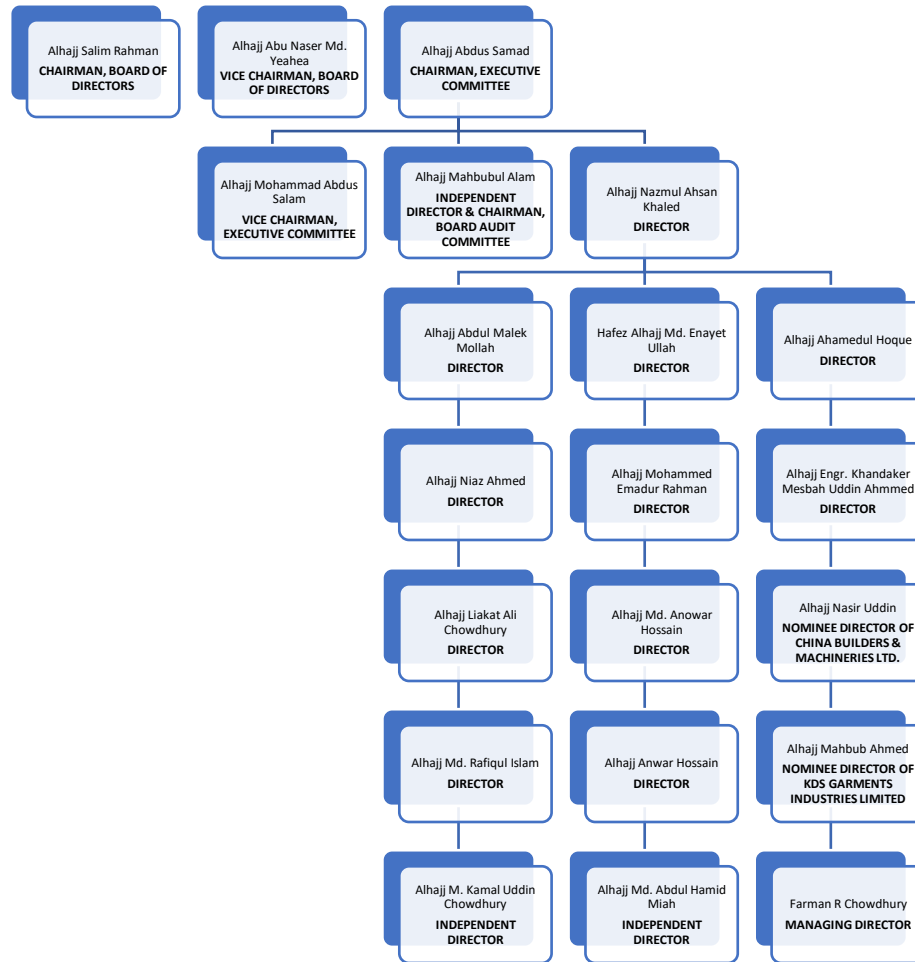


Figure 1: Board of Directors

## 2.2.5 AIBL Products and Services

### Deposit Products:

- Al Wadiah Current Deposit (CD)
- Al-Arafah Monthly Hajj Deposit (MHD)
- Al-Arafah Termed Hajj Deposit (THD)
- Mudaraba Denmohor Deposit Scheme
- Mudaraba Shadhin Term Deposit
- Mudaraba Education Savings Scheme
- Cash Waqf Deposit Scheme(Term & Installment) (CWD)
- Farmer & Freedom Fighters Account
- Monthly Installment Based Marriage Savings Investment Scheme (MIS)
- Monthly Installment Based Term Deposit (ITD)
- Monthly Profit Based Term Deposit (PTD)
- Mudaraba (Special) Pension Deposit Scheme (MSPDS)
- Mudaraba Ahsan Deposit Scheme
- Mudaraba Ahsan Plus Deposit Scheme
- Mudaraba Aman Deposit Scheme
- Mudaraba Excellent Benefit Deposit Scheme
- Mudaraba Foreign Currency Deposit AC
- Mudaraba Probashi Kallyan Deposit pension Scheme (MPDPS)
- Mudaraba Saving Ac- Garments Workers



- Mudaraba Short Notice Deposit (MSND)
- Mudaraba Somriddhi Benefit Deposit Scheme
- Mudaraba Term Deposit (MTDR)
- Pension Deposit Scheme (PDS)
- School Student (Minor) Mudaraba Saving Account

**Investment Products:**

- Bai Istisna
- Bai Muajjal
- Bai Murabaha
- Bai Murabaha TR
- Bai Salam
- Bai-Murabaha Post Import (MPI)
- Foreign Bill Purchase
- Hire Purchase Under Shirkatul Meilk
- Mudaraba
- Musharaka
- Quard against Inland Bill Purchase
- Special investment schemes

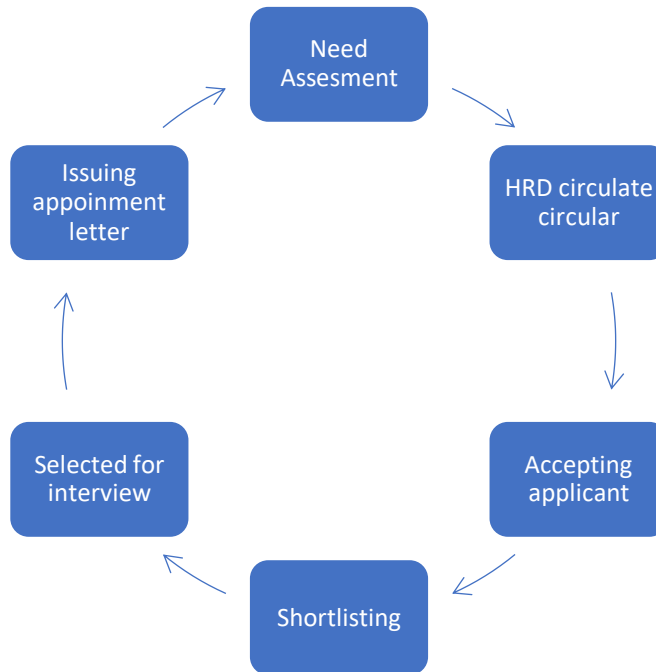
## **CMSME Products**

- Al-Arafah Women Entrepreneurs
- Micro Enterprise Investment Scheme
- Rural Agricultural Investment Scheme
- Small Enterprise Investment Festival

## **2.3 Management Practices**

### **2.3.1 Training and development initiatives**

**Recruitment and Selection process:** As Md. Belal Hossain (Senior Executive Officer, AIBL, Shantinagar) said, when recruiting employee, the bank first find out how much employee they need. First process is to measure the need for their employee which can be defined as Need Assessment. Then Human Resource Division (HRD) circulate the circular through news media, online and their website. After that the bank will start accepting the application of their applicant through online (using user name, email). The next process is shortlisting. Shortlisted candidates will be selected and picked for written test. Passed candidate/candidates will be tested through interview. Final selection is made and appointment letter will be issued.



*Figure 2: Recruitment and Selection Process*

**Training Policy of the Bank:** Human resource development through training is widely recognized as a viable strategy. It's crucial for learning new things and picking up new abilities in order to adapt to the ever-accelerating speed of change, both locally and globally. To achieve this goal, it is essential that all bank employees and authorities receive up-to-date, relevant training.

It is important to prioritize training on rules, processes, and associated controls as part of compliance-risk management. The responsible authority evaluates the effectiveness of the training programs in ensuring that the organization's policies, procedures, and controls pertaining to compliance are understood and conveyed effectively by all employees. It is the responsibility of the authority to ensure that all employees, regardless of their position or level, have a basic understanding of the company's compliance culture, general compliance-risk issues, and high-level compliance policies and procedures.

Since trained workers are more productive and efficient workers, training is a cornerstone of every successful human capital development program at Al-Arafah Islami Bank Limited. This is why there is such much emphasis on the Training Institute at a bank.

**The objective of the training:** The goal of any training or development effort must be definite, quantifiable, and time-bound. There is no substitute for training when it comes to expanding the horizons of each and every employee at a company like AIBL, thus naturally this is one of the primary goals of the training. Trainee development, including the setting of goals appropriate to individual circumstances and the implementation of strategies to meet those goals, is crucial. The primary importance of the training goal is in its influence on the programs' structure and substance. Boosting people's confidence in their own abilities is also crucial.

There are six distinct categories into which educational goals can be placed based on whether they are cognitive (knowledge), affective (emotions), or psychomotor (skills). Learning has two levels, with "Knowledge" at the bottom and "Evaluation" at the top.

- 1) Information
- 2) Understanding
- 3) Application
- 4) Dissection
- 5) Synthesis
- 6) Assessment

**The benefit of the training:** Human resource development can be facilitated by training. Fundamentally, it's about helping workers become more competent and better able to adapt to new

circumstances on the job. The advantages of training can be broken down into two categories: personal growth and monetary gain.

### **2.3.2 Management Structure**

The bank is governed by a Board of Directors who deliberate on matters of fundamental structure and general association regulations. In addition, the government has a Committee of the Highest Caliber for Rejecting Serious Strategic Plans. Nine unfortunate individuals help form the esteemed Committee. Additionally, there is an executive board to oversee operations. The Board of Directors at this bank consists of fourteen different individuals. Ten are there to represent the interests of the company's customers and the general public, one is a highly respected senior member of the company's secretariat, and the remaining are there to represent the interests of investors as Directors. The former highly-respected Director of the Board system now serves as the Overseeing Director.

### **2.3.3 Management Practices**

Management information systems refer to the ability to organize, implement, and monitor data systems in order to revive business processes, improve company dynamics via the use of technological advances, and gain a competitive edge. Islami Financial Organization has likewise compiled its own board documents. Since establishing their manufacturing business in the Asian country, they have had to resort to the use of IT. As a means to a goal in the financial system, it creates a unified expansion across all worldwide industries. With the help of MIS, daily transactions are logged in department PCs, and those PCs are then connected to the crucial headquarters servers via those lines, onboard which they maintain each day's technique.

### **2.3.4 Payroll TPS**

Al-Arafah Islami establishment Ltd fund TPS is considered to induce records and documents of the utilization and a quick time later to paint his/her once-a-year securing. It gets records around the agent from the specialist's specialized subject material and from trendy documents and ships it to fund TPS from inside it interfaces those records with the on-the-way aspect document and is based totally on a file that is distributed to the officers. The officers pay regard to the "Ababil" document of the delegate's utility to envision and can broadcast outstanding prizes or fully different inspiration. These reviews are unit checked and insisted via methodology of suggesting that of the department boss then check is given to the jack. Likewise, whereas that check is modified, the twenty-eight document is unwearied inside the popular document in addition because of the particular reality of the skillful fund (HUB).

## **2.4 Marketing Practices**

Al-Arafah Islami Bank Limited (AIBL) has a large marketing department named Business Promotion and Marketing Division (BPMD). This department work on the 'Corporate and Retail' level, which includes deposit, investment, client selection, and bank service expansion. Expanding bank service is also AIBL's strategy, explained by Md. Belal Hossain, Senior Executive, AIBL Shantinagar Branch.

Al-Arafah Islami Bank Limited is an Islamic bank. It is based on Shariah. For AIBL, their position strategy is one gain the first position the in Islamic banking sector.

AIBL's main core channel is its branches. They use their different branches as a main core channel to communicate. The agent banking is used as a core channel for AIBL. Then they use different online channels to communicate.

## 2.5 Financial Performance and Accounting Practices

### Financial Performances:

**Return on Asset (ROA):** A company's profitability relative to its total assets can be measured by calculating its return on asset (ROA).

Formula :

$$ROA = \frac{\text{Net Income After Tax}}{\text{Total Asset}} * 100$$

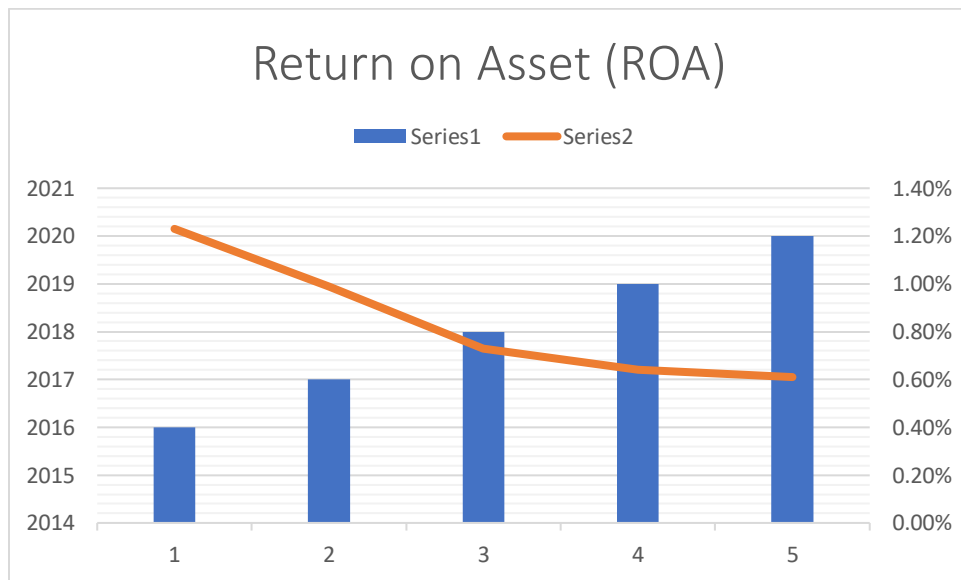


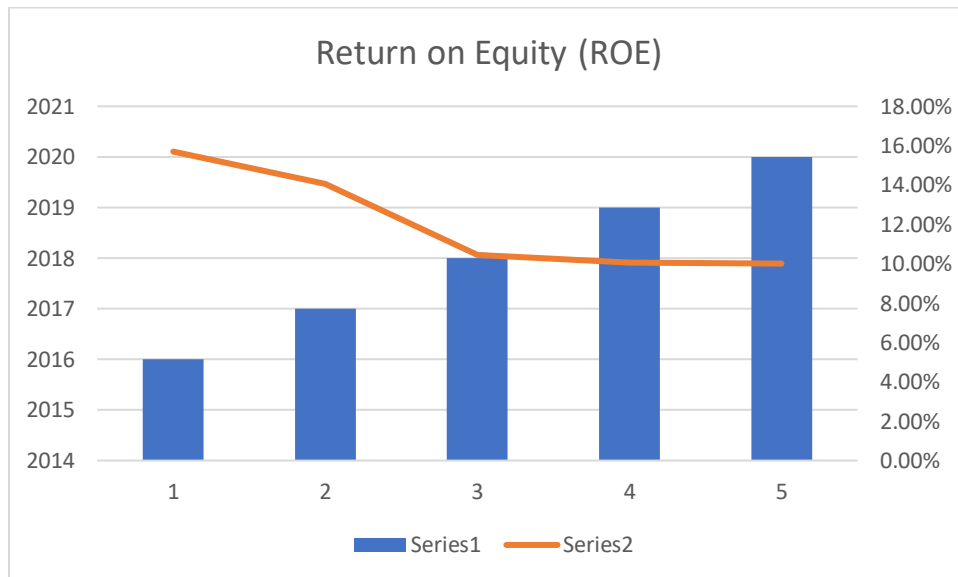
Figure 3:Return on Asset (ROA)

**Interpretation:** For the past five years, AIBL's Return on Assets has been plotted here. From 2016 through 2020, AIBL's ROA ratio fluctuated. Starting at 1.23% in 2016, ROA steadily declined over the following three years, reaching lows of 0.99% in 2017 and 0.73%, 0.64%, and

0.61% in 2019 and 2020, respectively. We all know that a higher return on asset (ROA) indicates a more successful business. And a declining or decreased ROA is seen as a negative indicator of future expansion. Consequently, return on assets (ROA) has underperformed.

**Return on Equity:** Return on equity (ROE) is a monetary ratio showing how much total pay an organization makes for each dollar of capital. (ROE) is seen as a huge benefit and a very successful way to make benefits.

$$\text{Formula: ROE} = \frac{\text{Net Income After Tax}}{\text{Total Equity}} * 100$$



*Figure 4: Return on Equity (ROE)*

**Interpretation:** This chart shows AIBL’s return on equity over the last five years as a percentage.

We can see how numbers change from year to year. Performance has been getting worse. In 2016, it went up by 15.70%, but in 2017, it went up by only 14.07%. Then, over the next three years, the ROE went down a lot. It was 10.46% in 2018, 10.05% in 2019, and 10.01% in 2020. We usually know that a higher return on equity (ROE) is a good thing, and a higher ROE means that the



company makes more money while using less capital. It also shows how well a company uses the money it gets from its shareholders. So, we can say that AIBL did really well in 2016, but the group couldn't keep up the good work in the years after that.

**Net Profit Margin:** Net Profit Margin (NPM) is a ratio that looks at how much money an organization makes compared to how much it gets. It gives an idea of how well a group works.

Formula:  $\text{Net Profit Margin} = \frac{\text{Net profit after Tax}}{\text{Net Investment Income} + \text{Net Non-Investment Income}} * 100$

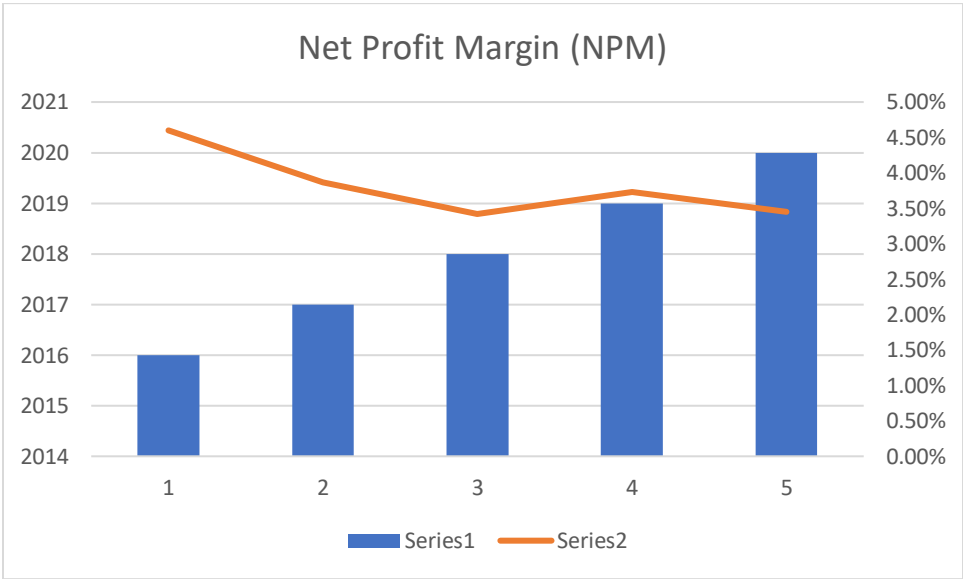
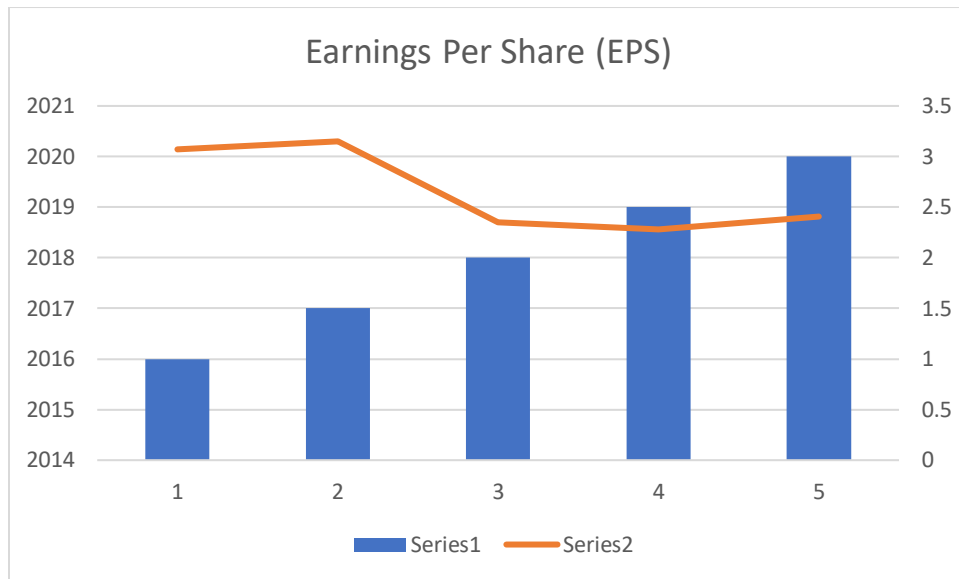


Figure 5: Net Profit Margin (NRM)

**Interpretation:** The line above shows AIBL’s net profit margin from 2016 through 2020. From the picture, we can see that the graph of NPM has gone up and down. It was 4.60% in 2016, but then it started to do worse, which led to 3.87% in 2017, 3.42% in 2018, 3.73% in 2019, and 3.45% in 2020. The way NPM is doing is not so good. A higher NPM means that the company is much better at making money. But the graph shows that the organization is in a worse situation than it was five years ago, in 2016.

**Earnings Per Share (EPS):** The Earning Per Share (EPS) is usually used to value a stock or company because it shows how profitable a company is on a per-share basis.

Formula: Earnings Per Share = (net income-Preferred Dividends)/ (Common equity shares outstanding)

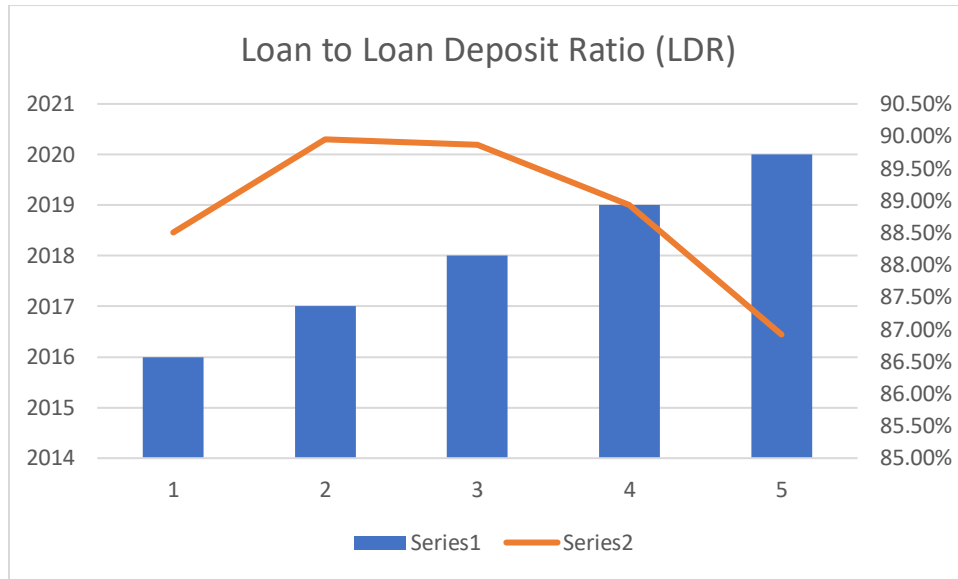


*Figure 6: Earnings Per Share (EPS)*

**Interpretation:** The line shows how AIBL’s EPS has changed over the last five years. We can see that the EPS was 3.07 taka in 2016, but it jumped up to 3.15 taka in 2017. But in the next two years, EPS dropped by a lot: 2.35 in 2018 and 2.28 in 2019. In the end, the EPS went up to 2.41 taka in 2020. This is a good sign for the company because a higher EPS means more money.

**Loan-to-Loan Deposit Ratio:** The Loan-to-Loan Deposit Ratio (LDR) compares a bank's total loans to its total deposits over a certain time period to figure out how liquid the bank is.

Formula:  $LDR = \frac{\text{Total Loans}}{\text{Total Deposits}} * 100$



*Figure 7: Loan-to-Loan Deposit Ratio (LDR)*

**Interpretation:** This graph shows the share LDR for AIBL over the last five years. To say that the value of LDR has been pretty close to the same over the past five years. Like 88.50% in 2016, 89.95% in 2017, 89.87% in 2018, 88.93% in 2019 and 86.92% in 2020. Between 80% and 90% is the best LDR. The line for IBL doesn't show anything that could be a problem. It looks like they kept a good balance between the savings and loans.

### Accounting Practices

**General Accounting:** General accounting involves keeping track of the latest and body expenses, funding operations, and assets that are put in place. Vouchers are registered as part of the accounting section's work.

1. The ticket is put into the ledger.
2. Making the "unadjusted" balance Changes are made (fees and income are recorded)
3. Putting together the adjusted balance
4. Keep track of the money due to Asian banks and a special bank
5. Investment accounting: The company keeps its books of accounts based on the running method of accounting, which is in line with Generally Accepted Accounting Standards and one of the important hints from Asian country banks.
6. A variety of income, such as rent and profit
7. Take care of the selection, or hold the check book.
8. Reporting information about the library, such as a money collection report.
9. Acknowledgement to the Account Holder, i.e.
10. A report of the books
11. Putting together a late statement, i.e.

## **2.6 Operations Management and Information System Practices**

For collecting, storing, and processing data AIBL uses Core Banking Software (CBS) for storing primary data, transaction-related information, and updating information for input. There are two data centers for storage, one in Mirpur and another in Mothijheel. Through CBS all branches are connected including Head Quarter (HQ).

Through CBS all branches and HQ are connected which is the main information system of AIBL. Annual reports and half-yearly reports are prepared by extracting data from CBS.

For AIBL there is some banking-allowed software and without them, any other software cannot be installed. For example, Adobe Reader for PDF, Mozilla Firefox, and Chrome for browsing. For office management, Microsoft Office software is allowed. Also, there is an internal mail server for communication.

## **2.7 Industry and Competitive Analysis**

### **SWOT Analysis**

#### **Strength:**

- All banking is done in line with Islamic Shariah, and profits can be used instead of interest without breaking the law.
- Use the latest software in all parts of the Forex area to save workers time and work.
- Skilled workers and hard workers are needed in the busy parts of this area to make sure customers are happy.
- As of December 31, 2009, 16775.33 million taka had been put into banks. During the same time last year, 163.66 million taka were deposited. The growth rate of this area is 44.07%. So, savings are one of Al-Arafah Islami Bank Limited's (AIBL) best assets.

## **Weakness:**

- Al-Arafah Islami Bank Limited (AIBL) belongs with banks from different times. Since these banks opened, the total number of banks in Japan has grown to more than 50. Japanese commercial banks also work with many other financial organizations. Since our financial markets aren't growing like they did when new banks opened, their business is becoming more and more important.
- Branch networks are another weakness of the new age. Branch networks are spreading quickly but are still not very common. But this weakness has grown over time, and the government is determined to fix it.
- The frames of the boards are not strong. We already face a variety of risks, with credit, the market, and cash being the most important ones.
- Banks put a lot of importance on offering technology-based services to their clients, so IT departments are not very reliable. So, the IT teams of banks are working on making different kinds of software to make their services easier. Through this section, Internet banking is already available at many branches, and a few more branches will soon be added to this group.

- Liquidity risk is the chance that a bank won't be able to meet its share obligations and possible share obligations on time without making unacceptable mistakes. This doesn't happen because of this flaw.

### **Opportunity**

- Compared to other groups, banks had the best business environment for homegrown businesses.
- High prices of helping people get loans are a great chance for banks. Even though the NCB in Japan hasn't done well and has lost a lot of market shares, the PCB responded to the success of financial advertising by lending assets to the shortage source at high-interest rates. The deposit loan and collection market is a good place for printed circuit boards to do well. Banks can't meet the needs of the market, so PCBs step in.
- High levels of customer service are another advantage of PCBs that is worth mentioning. Other than the fact that the NCB's management is very bad, things are pretty standard. Because of this, it has successfully gotten a positive response from the public, making their positive way step by step.
- One more open door is one of the most important parts of starting new banks. Anyone or a group can start a business, but it takes a lot of work to get paid-up cash and government approval. It was completely taken away when a local bank was given a permit. In the same

way, there are no rules about how to close business banks in Japan. So, as of right now, a bank

- Al-Arafah Islami Bank has a lot of great business options that can be done cheap.

### **Threat**

- Since their financial markets aren't very strong, this is a danger to Al-Arafah Islami Bank Limited (AIBL). So, getting back the money that was borrowed is a big risk. Since trade is a chain in our country, we will trust each other like many other countries. So, if something gets in the way of the flow of money, the whole chain won't work as well. So, the recovery of AIBL's commercial banks meets a major threat, which is not outside the scope of that threat.
- Banks also have to deal with secret advances, which is another big problem. This picture is not current for this bank, but it is shown in all business banks around the world. Still, in our country, this horrible mindset started by the NCB and caused by its actions is now spreading to the PCB. Still, when we look at how banks are doing, we can see that they still err on the side of caution compared to other banks. This is a risk that we need to be aware of in order to avoid.
- It's important to make sure that customers get quick help using the most up-to-date tools. We are aware of this and have done everything we can to give our customers banking



services that are built on technology. This is a big problem for Al-Arafah Islami Bank Limited (AIBL).

- Corporate governance makes sure that a company is accountable and fair in how it runs. It also sets up special roles to meet regulatory requirements. It was thought about how to improve company governance. The rules of business governance should now be used by banks.

### **Porters Five Forces**

Porter's Five Forces is a model that helps figure out what an industry's strengths and flaws are. It does this by identifying and analyzing the five competitive forces that shape every industry. Five Forces analysis is often used to find out how an industry is set up so that business strategy can be made (Investopedia, 2023).

1. **Competition in Industry:** Banks try to get a bigger share of the market by giving a wide range of products and services. Every year, there is more competition between banks because more banks get the "first-mover advantage." 56 traditional banks and 8 Islamic banks in Bangladesh offer the same services and goods. Most importantly, they all went after big companies, which made the competition very tough. In 2014, traditional banks had 86% of the market, while Islamic banks had 14%. There is competition between Islamic banks and other banks in Bangladesh (Siddiquee, 2013).
2. **Threats of Substitute:** Banks have mild substitution risks. There are 35 non-banking financial institutions in Bangladesh that sell a wide range of goods at low prices. Sri Lanka

Bangla Finance Limited and IDLC Finance Limited are better known than Bangladeshi banks. Hence, Bangladeshi financial goods are equivalent.

3. **Power of Customer:** Customers don't have much power in negotiations because banks set interest rates and rules. Because they have a big deposit in the bank and a big loan from the bank, corporate clients can discuss the investment limit with the bank without having much power. This buyer is both a customer and a seller. This is one reason why banks like business clients. Banking rarely engages in buyer haggling.
4. **Power of Supplier:** Suppliers are bank customers. People and businesses now give money to banks. Because the Bangladesh central bank controls deposit-taking institutions and banks are run by their parent branches, suppliers don't have much power in negotiations. In this case, individual investors put in the least amount of taka, but banks make the most money because the interest rate is low. In the banking business, corporate suppliers don't have much power to negotiate, but they put a lot of money and are the bank's main source of funding. Banks don't care that business suppliers don't have much power in negotiations. So, business banking suppliers don't have much power to make deals.
5. **The potential of new entrants into the industry:** Suppliers are people who use banks. Banks now get money from people and companies. Because the Bangladesh central bank controls bank that take deposits and banks are run by their parent branches, suppliers don't have much power in talks. Individual buyers put in the least amount of taka, but because the interest rate

is low, banks make the most money. Corporate suppliers don't have much negotiating power in the banking business, but they put in a lot of money and are the major source of funding for the bank. It doesn't matter to banks that business sellers don't have much negotiating power. So, sellers in business banking don't have much power to make deals.

## **2.8 Summary and Conclusion**

At Al-Arafah Islami Bank, Human Resources Division (HRD) is the most important part of any business. As an AIBL intern, I did not get a lot of information to help and learn here. You can't get private details about a bank account. I've tried hard to make this study useful. In addition, Al-Arafah Islami Bank Limited (AIBL) has the newest way to sign up. The most important thing is that the bank is operated using the Shariah rules. A big part is played by the process of signing up and being chosen. Also, if the company wants to be more productive, it needs a hiring and selection process that is both effective and flexible. To help your business reach its goals, you also need a good orientation and training process.

## **2.9 Recommendation/Implications**

Al-Arafah Islami Bank Limited (AIBL) is one of the places in Bangladesh that deals with money the most. As an intern, it is very difficult for me to be asked to join Al-Arafah Islami Bank Limited (AIBL). The job of HR is to increase the value of the relationships that already exist. I've been to a few places where enrollment and decisions are made for the growth of this bank.

1. Employee recommendation is one of the things that most people in Bangladesh know about. This building is in a place where most of the people's land is. So, when picking a source, an external

source should be given the same weight as an internal source. With this, a new frontal cortex will be made based on skills, abilities, speed, etc.

2. The Al-Arafah Islami Bank Limited (AIBL) only does entry financial arrangements once a year, at the beginning of the year. When the bank needs to sign up new members, it should be done once in a while.

3. The bank doesn't use computers to sign people up and make sure they are safe. The registration and decision process should go more smoothly if the bank uses HR programming.

4. Sometimes, following the real enrollment and choice association doesn't lead to the right specialists being chosen. So, before using the person, the bank should really look into his or her reasons for leaving previous jobs. There are no different HR workers in terms of why people join the military. The bank should hire people whose only job is to do HR work like hiring and onboarding.

5. Al-Arafah Islami Bank Limited (AIBL) spends a lot of money to get the word out while people sign up for accounts online. The bank should promote employees and can set up a training scheme to make them better at their jobs. This can cut down on the cost of joining the military outside the country.

6. Al-Arafah Islami Bank Limited (AIBL) does not use any outside enrollment group. Sometimes it's good for the bank if they use a registration agency because the office helps them find the right newcomers.

7. The bank can start a new test to see how well people know how to do things. Like, all the candidates should be in the same room for a while, and a board will watch how they act with each other. This shows how they feel about other people at work.

8. Once more, Al-Arafah Islami Bank Limited (AIBL) should set up HR software to make the decision-making process smooth. HRIS software can make it easier to sort through resumes or applications that are sent through the web.

## **Chapter 3: Project Part**

### **3.1 Introduction**

#### **Employee Job Satisfaction Factors: A Case Study of Al-Arafah Islami Bank Limited, Shantinagar Branch**

Employment happiness is a measure of how happy a person is with his or her job. This feeling is mostly determined by how satisfied a person feels. Job satisfaction can be affected by a person's ability to do the tasks that need to be done, by how well a company communicates, and by how employees are treated by management. Job happiness is hard to measure, but it can be thought of as a positive emotional response a person has when doing their job or being at work.

This job topic and report are about employee satisfaction and describe the areas where employee happiness or dissatisfaction is important. Happiness among employees is seen as one of the most important factors in the growth of a business. The management of Al-Arafah Islami Bank Limited always tries to give its workers what they want by meeting their standards.

This topic is especially interesting to me because it deals with an important part of organizational behavior and gives useful information about how well HRM processes work. By looking into what makes Al-Arafah Islami Bank employees happy, I'll be able to find places where I can make changes.

### 3.1.1 Background/Literature Review

#### Background of the Research

One of the most important factors in how a company acts is how happy its employees are with their jobs. It is the way an employee feels about his or her company. How loyal and determined an employee is to his or her company can be judged by how satisfied they are with their job. Satisfaction at work has been described in many ways. Keys to measuring employee happiness include salary, job engagement, job security, job rotation, job enrichment, and work environment. On the other hand, the way a company is run and its culture have a big impact on job happiness. The future of a company can be seen in how happy employees are with their jobs.

#### Literature Review

**Ideas and Concepts Regarding Job Satisfaction:** Job happiness shows how a person's work makes them more important. The happier people look at work, the more satisfied they are with it. Job satisfaction is not the same as motivation or desire, but there is a clear link between the two. Among the things that have been linked to satisfaction are the type and style of management, the contribution of workers, the strengthening, and the ability to do things on your own.

Taylor's study in 1911 led to the idea of job satisfaction and how to measure it. Taylor said that rewards like the money you make at your job, bonuses, promotions, recognition, and chances to move up could make you happier at work. "Job satisfaction" is a positive mood and behavior at work, according to Vroom (1964), and it makes employees more likely to do their jobs well. Hoppock and Spielgler (1938) say that job satisfaction is the set of psychological, physiological, and environmental factors that make workers say they are happy or pleased with their jobs. Keith Davis and John W. Newstrom wrote in 2002 that "job satisfaction is a set of positive or negative

feelings and emotions that employees have about their work." It is a feeling of liking or disliking something to a certain degree.

Employees are one of the most important parts of a business organization's ability to reach its goal and mission. Also, as a human resource, an employee is an important part of a business organization's ability to reach its goals. "Job satisfaction is the most studied variable in organizational research," said Paul Spector in 1997. On the other hand, job unhappiness means that employees aren't happy at work, which is bad for a business's bottom line. But what makes a job satisfying or not satisfying rests not only on the nature of the job but also on what employees expect from the job and the organization. Paul Spector says that job satisfaction is "the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs" (Spector, 1985; Spector, 1997). Lawler says in 1973 that a person's total job satisfaction is based on the difference between what he thinks he should get from his job and what he actually gets.

**Factors Leading to Employee Job Satisfaction:** The following variables and factors are the most important ones that affect how happy employees are at work. When these things are present, they can change how workers think, act, and feel about achieving organizational goals. Here are the factors that affect how happy a person is at work:

- Management Assistance
- Salary and Benefits
- Opportunities for Advancement
- Job Security
- Workplace environment

- Relationship with colleagues
- Appreciation for Job Performance

**Management Assistance:** The manager and the way they run the business are important factors that affect how happy employees are with their jobs. One of the most important things to find out is what the workers expect from their bosses. If a business organization wants to be successful and effective, it needs to have a clear vision and purpose and take care of its people and organizational structure. It also needs to keep an eye on the competitive structure in the market and try to be a factor that makes employees happier at work. Where managers are friendly with their workers, job satisfaction is also high.

**Salary and Benefits:** Salary and benefit are the two most important things to look at when figuring out how happy an employee is with their job.

- **Compensation:** When a company pays an employee for their time, effort, and skills, this is called compensation. This includes both set pay and pay that change based on how well you do. Pay is important for attracting, keeping, and motivating employees for both employers and workers. Money is a big part of how happy someone is with their job. Pay is an important part of job happiness because it has a big effect on how happy someone is with their job. People's wants are getting bigger, and the cost of living is going up, so workers have to look for ways to make more money to ensure their future and happiness. Also, people will feel emotionally unhappy if they think they are not paid enough. Over time, these emotional differences will grow and add up, making workers unhappy and dissatisfied with their jobs.



- **Fringe Benefits:** Fringe benefits are the benefits that come with packages that a company gives to employees to add to their cash pay. It has programs for health care, income protection, savings, and retirement that give workers and their families security. There are a number of programs that offer paid time off, services for employees, and safety programs.

**Opportunities for Advancement:** The main thing that makes employees happy at work is the chance to move up. A timely promotion makes employees happier, while a bad pay structure and a late promotion make them want to leave. The most important thing about this factor is that workers get paid for how well they do their jobs. When you get a promotion, you get more authority, more respect, and better pay. The promotion can be temporary or lasting, depending on what the company needs. The best way to motivate an employee is to give them a promotion, which moves them up in the organization's hierarchy and gives them more tasks, more respect, and higher grade pay and allowance.

**Job Security:** Akpan (2013) says that job security is the assumption that a job situation will stay the same. Another way to measure job security is by how likely it is that someone will lose their job soon (Artz & Kaya, 2015). In the current economy, where there is a lot of unemployment, it is normal for employees to expect some stability from their employers. Every employee wants to have some financial stability, so they expect financial and job security from their employers. If an organization doesn't provide this security, it will usually lose a lot of employees to companies that are seen as offering more job security.

**Workplace environment:** The workplace environment includes both the people who work

there and the good conditions they have to work in.

- **Working Group:** When people in a group have the same social traits, attitudes, and views, they create an environment that makes sure everyone is happy at work. When there are more people in a group, job happiness goes down.
- **Desirable Working Conditions:** To make workers happier on the job, they should be given a place to work that meets their needs.

**Relationship with collages:** In the workplace, supportive coworker relationships are strong friendships with peers based on a sense of closeness and trust, the sharing of thoughts and feelings, and the belief that each person can ask the other for help (Tamer & Dereli, 2014). Peers show empathy and encourage each other to take action by listening, giving help, or giving information. Bhatti, Nawaz, Ramzan, and Ullah (2017) say that when employees have helpful social relationships at work, they feel more at ease and less afraid. This makes it easier for employees to understand, and they share more knowledge with their peers. This cuts down on problems at work and makes workers happier with their jobs.

**Appreciation for Job Performance:** The process of recognizing an employee is how a company gives them a certain standing. This is a very important part of what motivates an employee. Recognition is how an employee's work is judged and how much respect he gets in return from his employer. It also says how a company should reward and recognize an employee for his or her work and actions.

### **3.1.2 Objective(s)**

**Broad Objective:** The broad objective of the study is to find out what makes employees at Al-Arafah Islami Bank Limited happy with their jobs.

#### **Specific Objectives:**

- To find out what makes Al-Arafah Islami Bank Limited employees happy at work.
- To come up with ideas for how to make bank employees happier at work.

### **3.1.3 Significance**

The goal of the study is to find out how job satisfaction affects the banking business. When employees are happy, businesses can do a better job of keeping them and getting them involved. Work satisfaction is built on a base of hygiene factors, like pay and job security, and is strengthened by motivation factors, like finding meaning and recognition in work.

## **3.2 Methodology**

### **Research Design**

This study is a descriptive research study.

### **Target Population**

The target population this study is aimed at are the people who work at the Al-Arafah Islami Bank Limited.

## **Sampling Method**

The way of sampling for this study is based on non-probability sampling. More exactly, this study used a method called "purposive sampling."

## **Sample Size**

A sample size of 40 (Forty) was selected to carry out the employee job satisfaction survey of Al-Arafah Islami Bank Limited, Shantinagar Branch.

## **Data Collection Method**

Data collection methods in this research are divided into two parts, primary data, and secondary data.

- **Primary Data:** The primary data will come from a face-to-face conversation with the bank's top management. Also, a survey will be conducted to find out about worker job satisfaction, work-life balance, and opportunities for career growth.
- **Secondary Data:** The secondary data will be gathered from the bank's website, as well as from relevant books, papers, and journals about HR. For example, an article related to training was posted on Dhaka Tribune and it can be used for secondary data collection. Moreover, different types of Al-Arafah Islami Bank Limited papers have been made public (like annual reports and etc.).

### 3.2.1 Hypothesis

$H_1$ : There is a direct relationship between financial rewards and motivation for employee job satisfaction.

$H_0$ : There is no relationship between financial rewards and motivation for employee job satisfaction.

## 3.3 Findings and Analysis

### 3.3.1 Analysis

#### Questionnaire Analysis

Several general and mid-level workers filled out questionnaires to find out information. I have also asked a few workers a lot of questions to learn more. Through the interviews, I learned a lot about what was going on inside and outside the company. Depending on the type of question, the following are the analyses:

**Table 1: Gender of Respondents**

| <b>Gender of Respondents</b> |    |
|------------------------------|----|
| Male                         | 39 |
| Female                       | 1  |

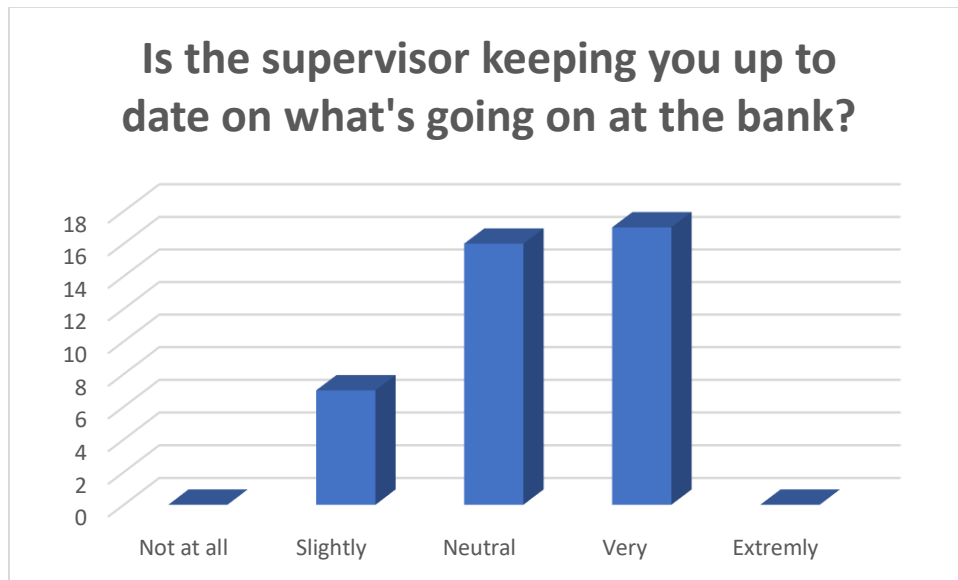
*Table 1: Gender of Respondents*

**Results related to the job satisfaction questionnaire of employees of Al-Arafah Islami Bank Ltd.:**

**Q1. Is the supervisor keeping you up to date on what's going on at the bank?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 7        | 16      | 17   | 0         |

*Table 2: Question 01*



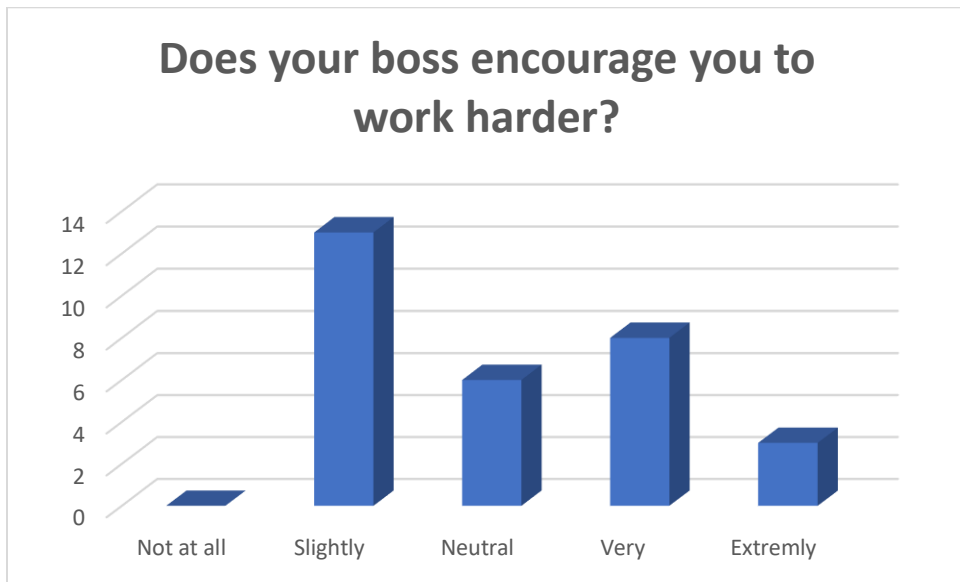
*Figure 8: Question 1 Survey*

**Interpretation:** Out of 40 people, 17 was very updated, 16 people were neutral, 7 was slightly updated, 0 were not at all updated and 0 were extremely updated. So, this question was agreed upon by most of the people.

**Q2. Does your boss encourage you to work harder?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 13       | 6       | 18   | 3         |

*Table 3: Question 02*



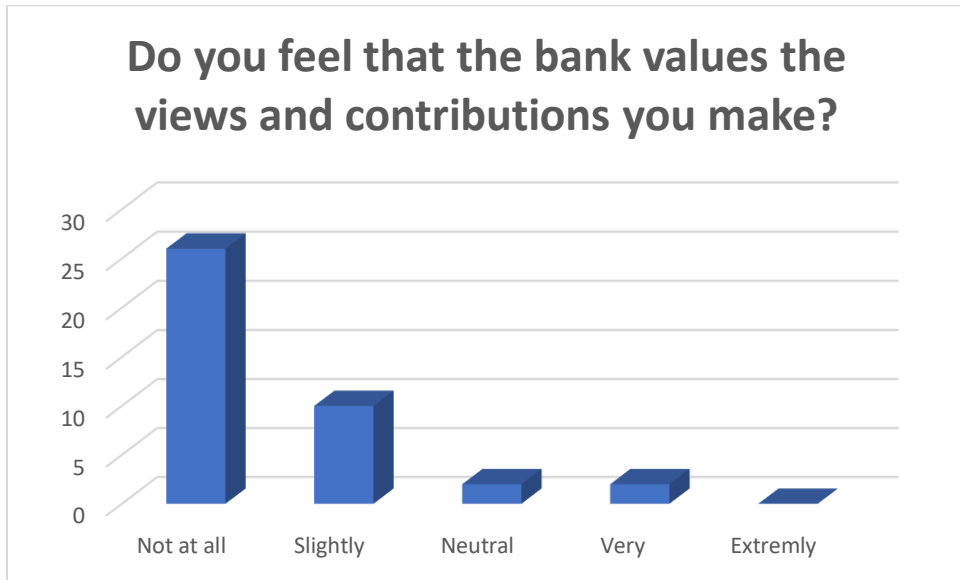
*Figure 9: Question 2 Survey*

**Interpretation:** Out of 40 workers, 0 people were not at all encouraged, 13 were slightly encouraged, 6 were neutral, 18 people were very encouraged and 3 people were extremely encouraged. So, this question was agreed upon by most of the workers.

**Q3: Do you feel that the bank values the views and contributions you make?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 26         | 10       | 2       | 2    | 0         |

*Table 4: Question 03*



*Figure 10: Question 3 Survey*

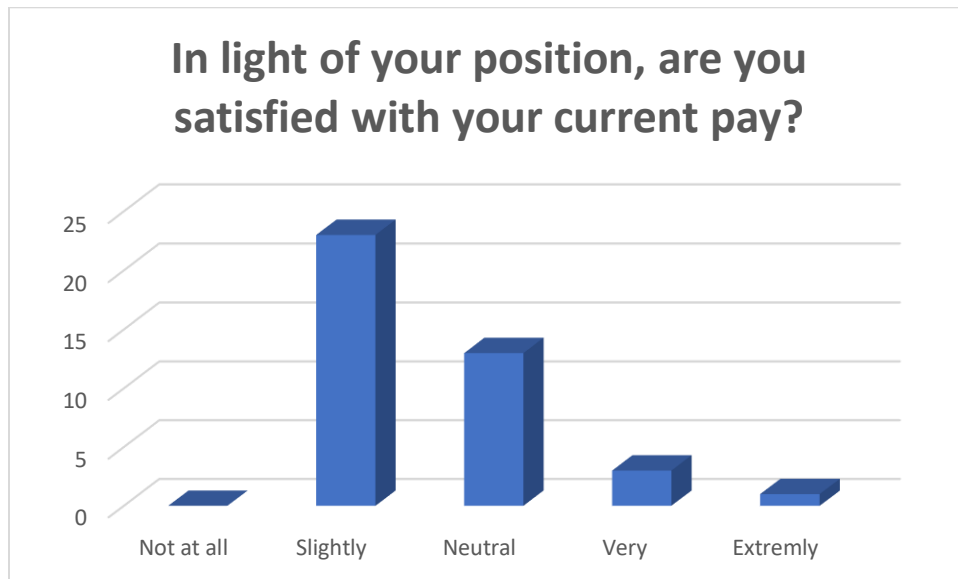
**Interpretation:** Out of 40 workers, 26 people's views and contribution not at all valued by the bank, 10 said slightly, 2 were neutral, 2 were very valued and 0 people were extremely valued. So, most of the workers didn't agree with this question.



**Q4: In light of your position, are you satisfied with your current pay?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 23       | 13      | 3    | 1         |

*Table 5: Question 04*



*Figure 11: Question 4 Survey*

**Interpretation:** Out of 40 people, 0 people is not at all satisfied, 23 people were slightly satisfied, 13 were neutral, 3 were very satisfied and 1 was extremely satisfied. So, most of the people didn't agree with this question.

### Q5: How do you feel about your raise?

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 1          | 1        | 3       | 12   | 23        |

Table 6: Question 05

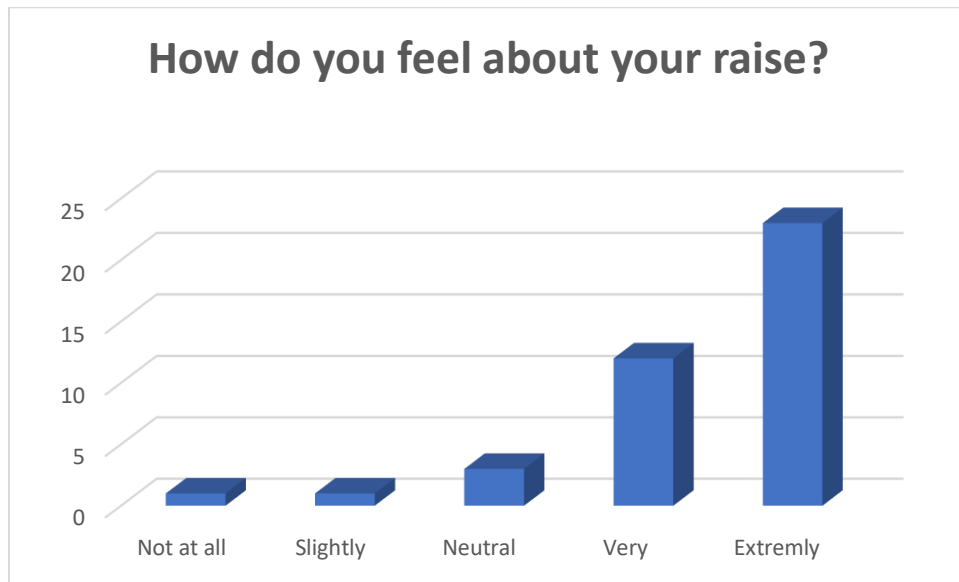


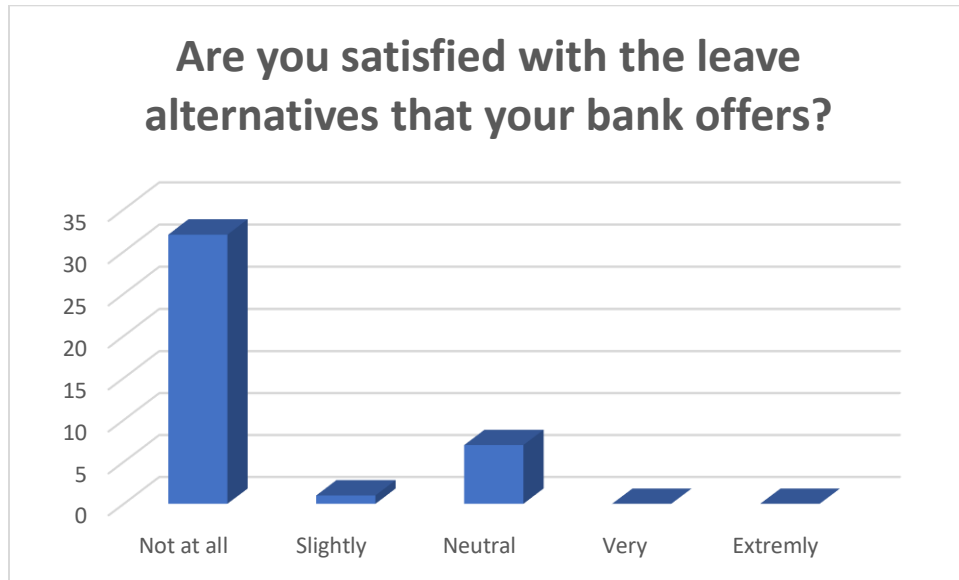
Figure 12: Question 5 Survey

**Interpretation:** Out of 40 people, 1 people was not at all satisfied with his/her raise, 1 people was slightly satisfied, 3 people were neutral, 12 were very satisfied and 23 people were extremely satisfied. So, this question was agreed upon by most of the people.

**Q6: Are you satisfied with the leave alternatives that your bank offers?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 32         | 1        | 7       | 0    | 0         |

*Table 7: Question 06*



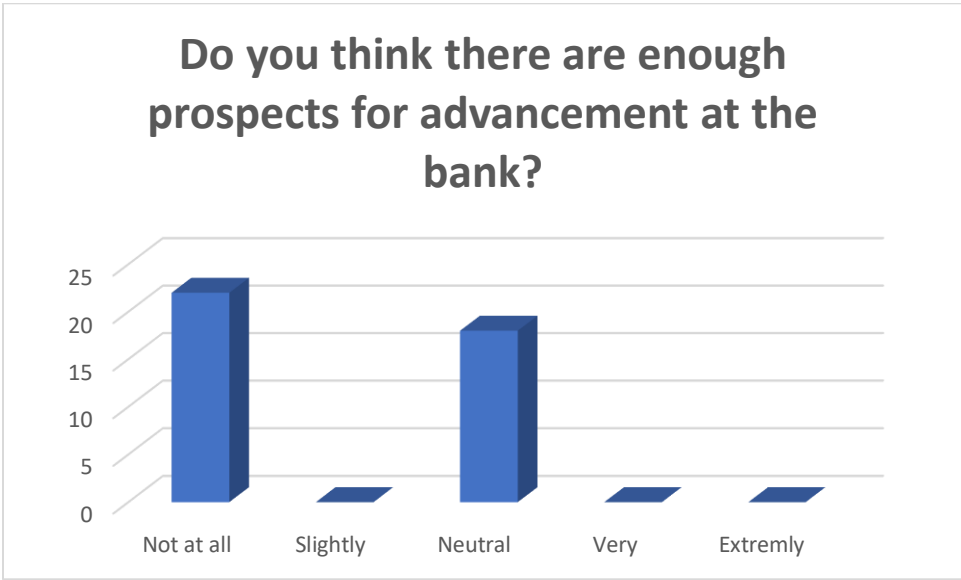
*Figure 13: Question 6 Survey*

**Interpretation:** Out of 40 people, 32 people were not at all satisfied, 1 was slightly satisfied, 7 were neutral, 0 was very satisfied and 0 was extremely satisfied. So, most of the people didn't agree with this question.

**Q7: Do you think there are enough prospects for advancement at the bank?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 22         | 0        | 18      | 0    | 0         |

*Table 8: Question 07*



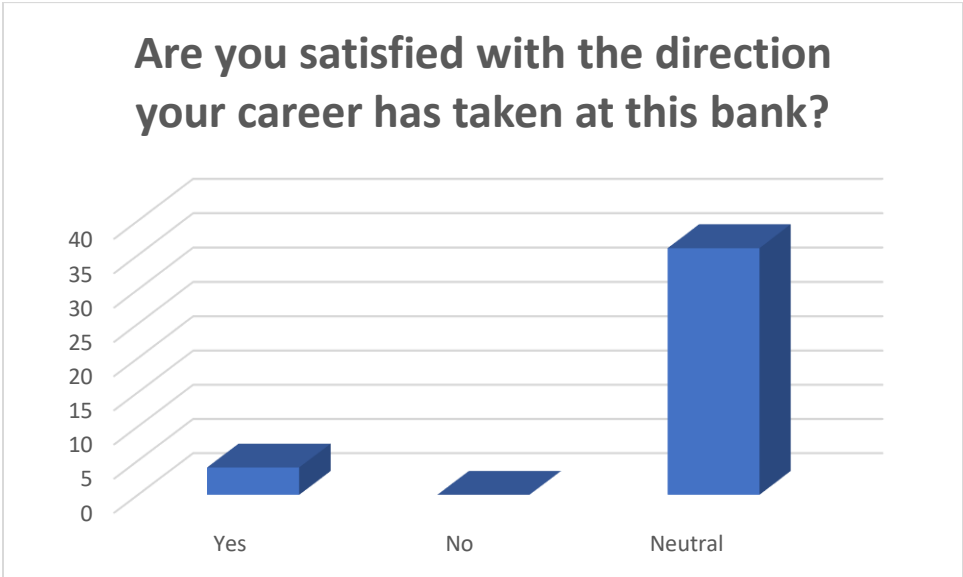
*Figure 14: Question 7 Survey*

**Interpretation:** Out of 40 workers, 22 were not at all satisfied and 18 people were neutral. So, most of the people didn't agree with this question.

**Q8: Are you satisfied with the direction your career has taken at this bank?**

| Yes | No | Neutral |
|-----|----|---------|
| 4   | 0  | 36      |

*Table 9: Question 08*



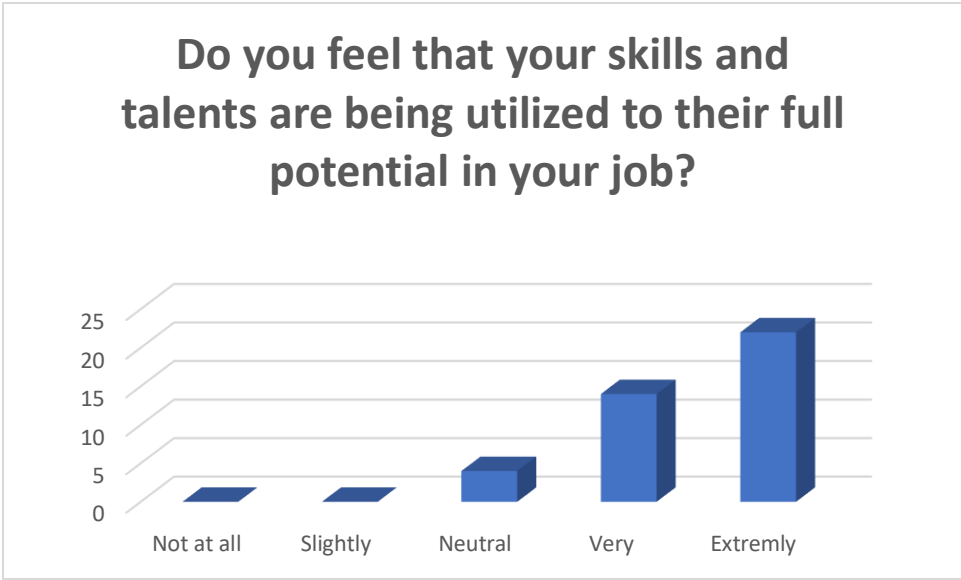
*Figure 15: Question 8 Survey*

**Interpretation:** Out of 40 people, 4 people said yes and 36 were neutral. This means that most of the employees did not have an opinion on this matter.

**Q9: Do you feel that your skills and talents are being utilized to their full potential in your job?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 0        | 4       | 14   | 22        |

*Table 10: Question 09*



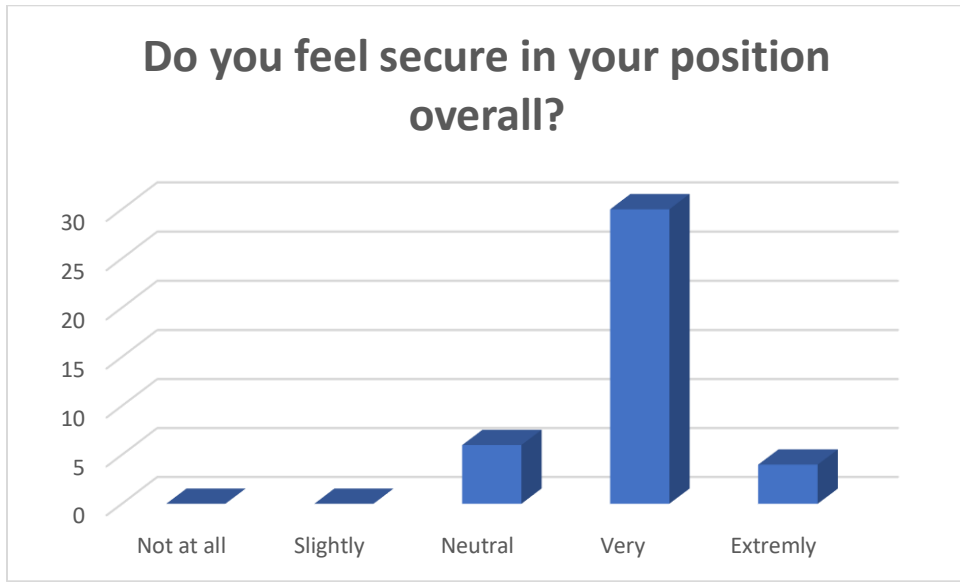
*Figure 16: Question 9 Survey*

**Interpretation:** Out of 40 people, 4 were neutral, 14 people were very satisfied with this question and 22 were extremely satisfied. So, this question was agreed upon by most of the people.

**Q10: Do you feel secure in your position overall?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 0        | 6       | 30   | 4         |

*Table 11: Question 10*



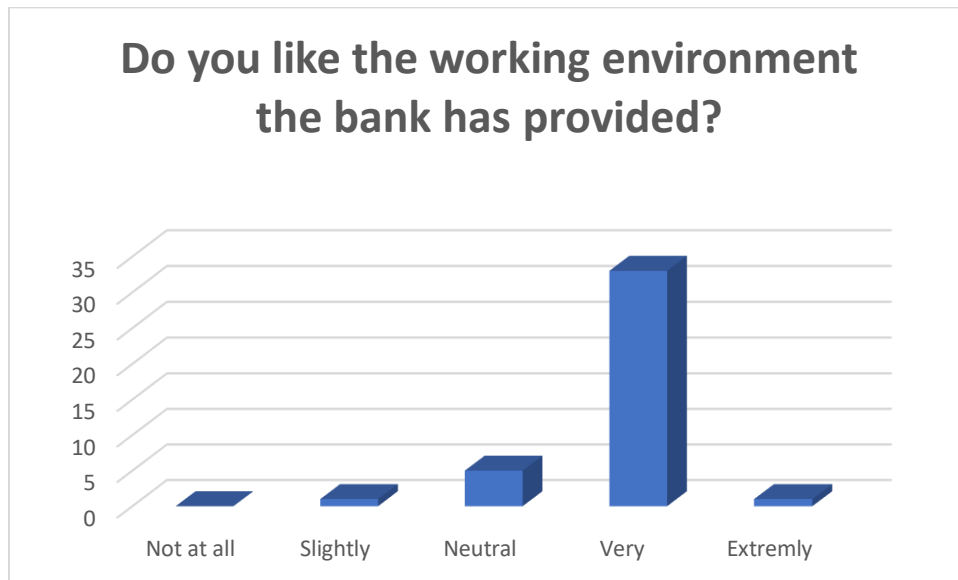
*Figure 17: Question 10 Survey*

**Interpretation:** Out of 40 people, 6 were neutral, 30 people were very satisfied and 4 were extremely satisfied. So, this question was agreed upon by most of the people.

**Q11: Do you like the working environment the bank has provided?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 1        | 5       | 33   | 1         |

*Table 12: Question 11*



*Figure 18: Question 11 Survey*

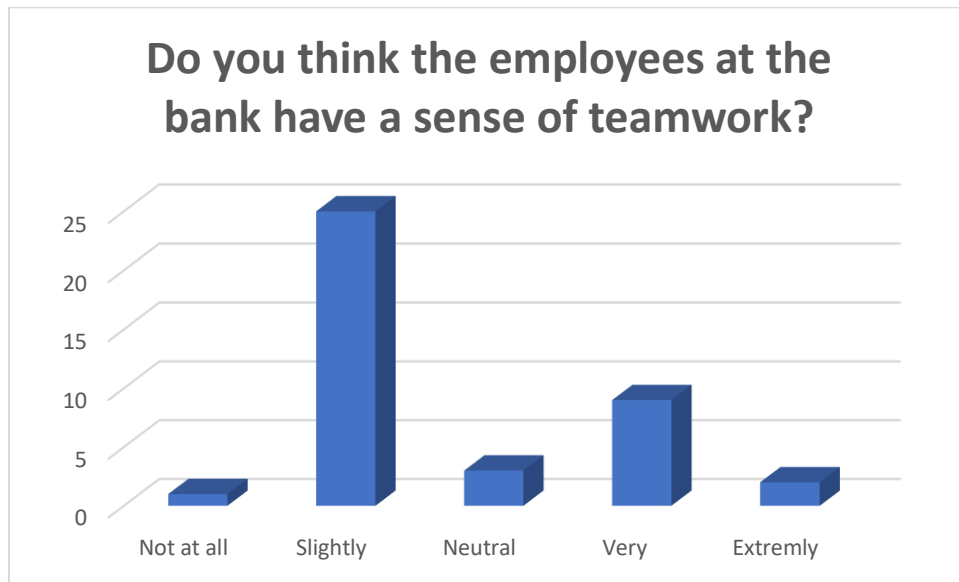
**Interpretation:** Out of 40 people, 1 was slightly satisfied with the environment, 5 were neutral, 33 were very satisfied and 1 people was extremely satisfied. So, this question was agreed upon by most of the people.



**Q12: Do you think the employees at the bank have a sense of teamwork?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 1          | 25       | 3       | 9    | 2         |

*Table 13: Question 12*



*Figure 19: Question 12 Survey*

**Interpretation:** Out of 40 people, 1 was not at all satisfied, 25 people were slightly satisfied, 3 were neutral, 9 people were very satisfied and 2 were extremely satisfied. So, most of the people didn't agree with this question.

**Q13: Do you feel that you can successfully balance your personal and work lives?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 30         | 3        | 5       | 2    | 0         |

*Table 14: Question 13*



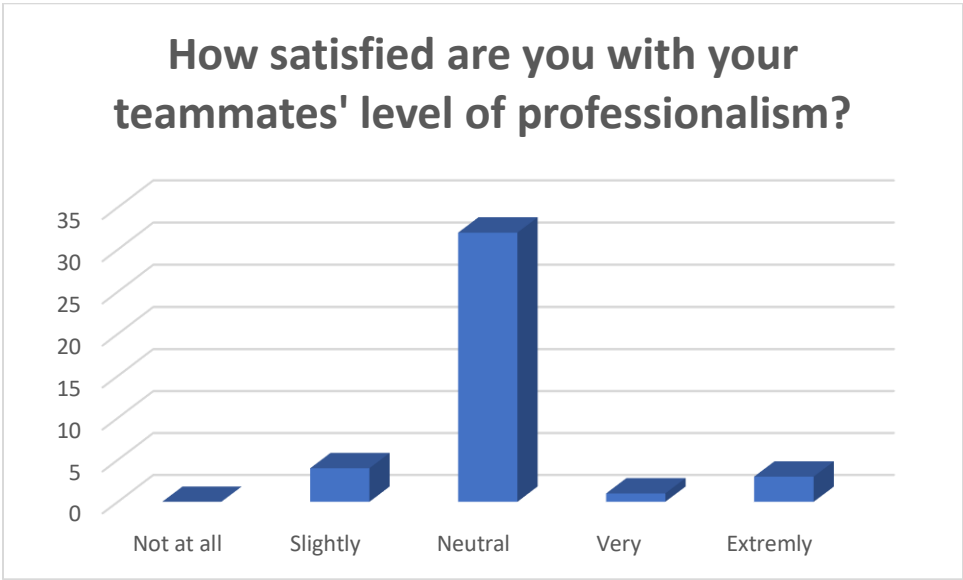
*Figure 20: Question 13 Survey*

**Interpretation:** Out of 40 people, 30 people were not at all satisfied, 3 were slightly satisfied, 5 were neutral, 2 people were very satisfied. So, most of the people didn't agree with this question.

**Q14: How satisfied are you with your teammates' level of professionalism?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 4        | 32      | 1    | 3         |

*Table 15: Question 14*



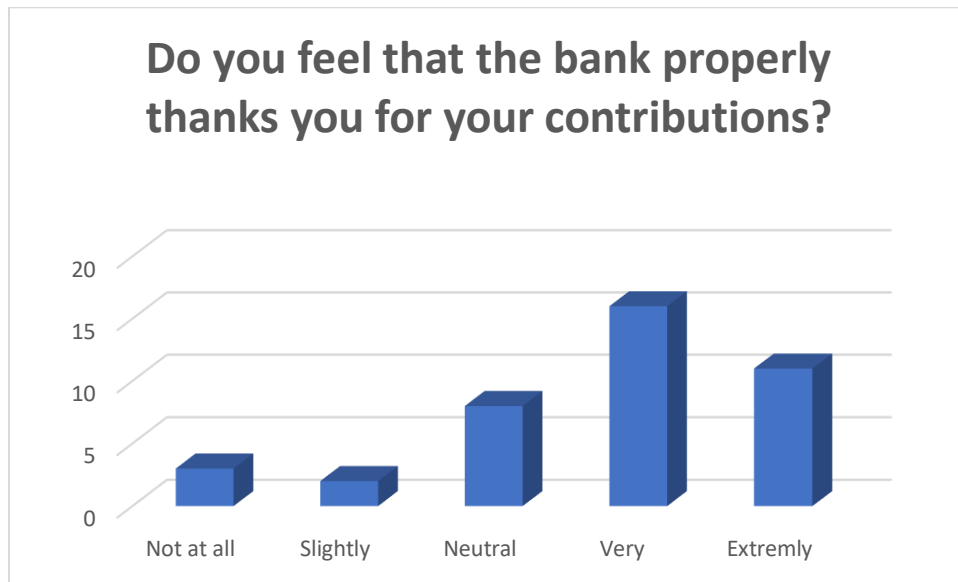
*Figure 21: Question 19 Survey*

**Interpretation:** Out of 40 people, 4 people were slightly satisfied, 32 were neutral, 1 was very satisfied and 3 people were extremely satisfied. So, most of the people didn't have strong feelings about this.

**Q15: Do you feel that the bank properly thanks you for your contributions?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 3          | 2        | 8       | 16   | 11        |

*Table 16: Question 15*



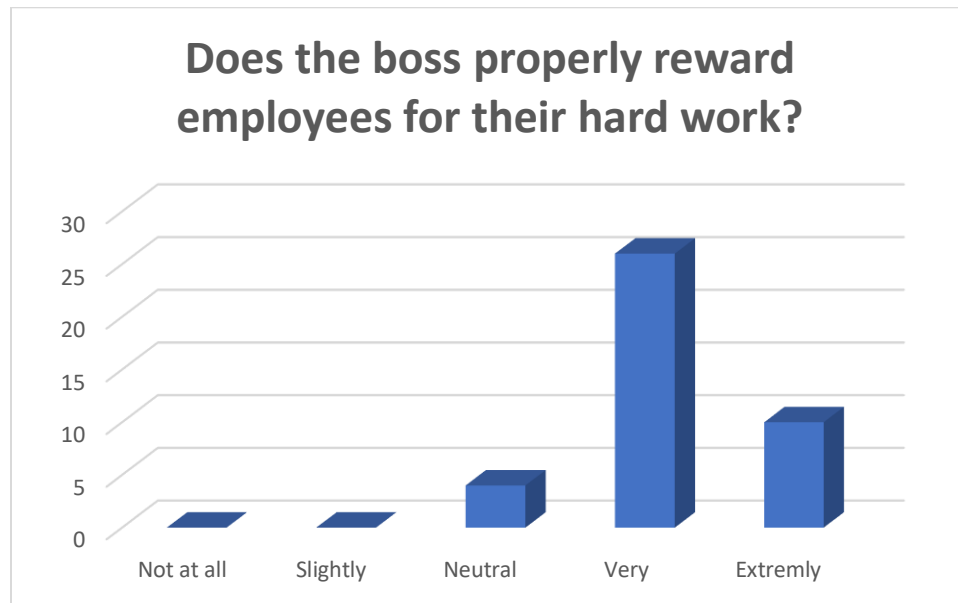
*Figure 22: Question 15 Survey*

**Interpretation:** Out of 40 people, 3 people were not at all satisfied, 2 were slightly satisfied, 8 were neutral, 16 were very satisfied and 11 people were extremely satisfied. So, most of the employees agreed with this question.

**Q16: Does the boss properly reward employees for their hard work?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 0        | 4       | 26   | 10        |

*Table 17: Question 16*



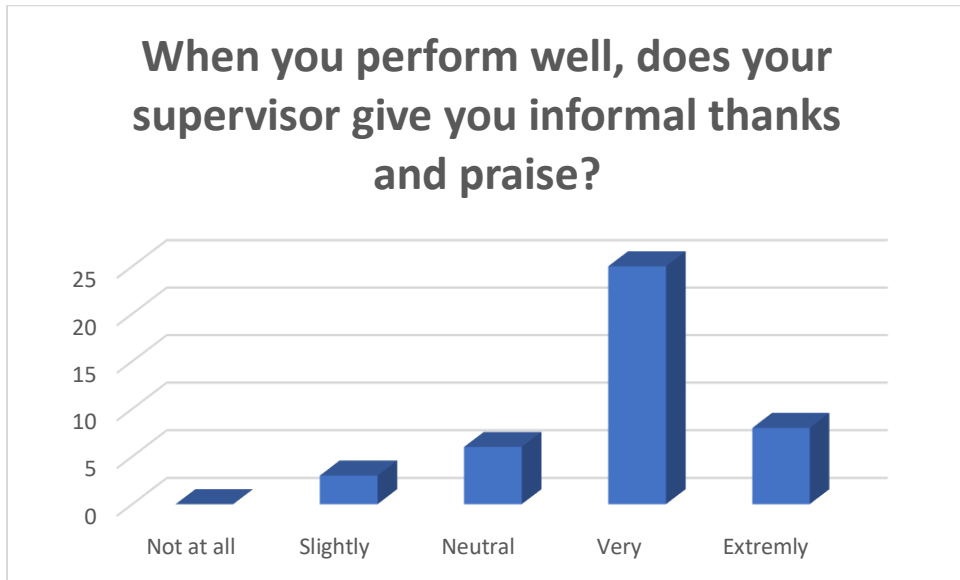
*Figure 23: Question 16 Survey*

**Interpretation:** Out of 40 people, 4 people were neutral, 26 were very satisfied and 10 people were extremely satisfied. So, this question was agreed upon by most of the workers.

**Q17: When you perform well, does your supervisor give you informal thanks and praise?**

| Not at all | Slightly | Neutral | Very | Extremely |
|------------|----------|---------|------|-----------|
| 0          | 3        | 6       | 25   | 8         |

*Table 18: Question 17*



*Figure 24: Question 17 Survey*

**Interpretation:** Out of 40 people, 3 people were slightly satisfied, 6 were neutral, 25 people were very satisfied and 8 people were extremely satisfied. So, this question was agreed upon by most of the people.

### 3.3.2 Findings

- Al-Arafah Islami Bank Limited, Shantinagar Branch hires people who are young, active, and have a lot of experience. Most of the people who work there have been there for more than five years.
- Al-Arafah Islami Bank Limited's top management keeps pushing workers to do better work and makes sure they know what they need to do to improve customer relationships. But the way employees are involved in making decisions is not good enough.
- Most of the bank's workers are not happy with their pay and the other benefits they get from the bank.
- Most of the employees aren't happy with their chances of getting promoted because the bank promotes people slowly and steadily to higher roles.
- At Al-Arafah Islami Bank Limited, there aren't many ways for employees to move up in their careers. Because of this, employees aren't happy with how their careers are going when they work at this bank.
- Employees are happy with the work they are given, and they have enough room to use their skills in banking tasks.
- Most workers are happy with their job security as a whole.

- Most of the people who work for this company are happy with the physical surroundings.
- There is a lot of stress at work in this bank because most of the time, employees have to help customers after their normal work hours.
- Most employees aren't happy with their coworkers because they don't talk to each other enough and don't get along well.
- The bank has trouble building good business relationships, which can hurt how well they do their jobs because their workers aren't professional.
- Most bosses treat their employees fairly when they do a good job, and most employees get praise for doing a good job.

### **3.4 Summary and Conclusion**

One of the most important banks in Bangladesh is Al-Arafah Islami Bank Limited. To keep customers coming back and making money, the bank needs its workers to be very happy with their jobs. The bank can't reach its goals and aims if its employees aren't happy with their jobs. Employees are an important part of the organization's growth as a whole. The employee job satisfaction survey can help the company make better and more productive use of its people resources. This study looks at the main things that affect how happy employees are with their jobs and suggests ways to improve general job satisfaction. When workers have a chance to help make decisions and when their bosses listen to them about their problems, employee job satisfaction can



go up. Equal chances for promotion and career development programs can make employees more loyal to the bank, which can make them happier at work. Al-Arafah Islami Bank Limited should pay more attention to how happy its employees are with their jobs. This study can help them figure out how happy their employees are with their jobs now and how to make them happier.

### **3.5 Recommendation/Implications**

By looking at the poll results, it was clear that a lot of Al-Arafah Islami Bank Limited, Shantinagar Branch employees are happy with their jobs. The survey shows that only a small number of workers are not happy with their jobs. Here are some things that Al-Arafah Islami Bank Limited, Shantinagar Branch needs to do to make their employees happier at work:

- ❖ More workers may have the chance to help make decisions, and their problems should be heard by their bosses.
  
- ❖ The bank could make the salaries of their current employees more fair. There should be less of a difference between the salaries of high-level officers and entry-level officers since the entry-level officers' salaries were very small compared to the top-level officers' salaries.
  
- ❖ Employees might be able to get more benefits and pay like paid time off and holiday time, to make them happier.
  
- ❖ All employees, no matter their job, gender, or age, may have the same chance to move up in their careers and improve themselves.

- ❖ To make workers happier with their jobs, there are three things that should be improved: interaction, communication, and the relationships between employees at different levels in this bank.
  
- ❖ The bank should make sure that workers have enough time to rest and refuel in between big, busy jobs. This will make them more excited about their jobs and make them happier at work.
  
- ❖ The bank should care about the whole well-being of its employees, both for their job happiness and for the organization's growth.

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## Appendix A.

### Employee Job Satisfaction Factors Questionnaire for Al-Arafah Islami Bank Limited (AIBL)

This is a survey for internship purposes. This question has been planned to gather information that will be incorporated into a research paper. All of your information will be kept confidential.

**Age:** .....

**Gender:** Male / Female

**Designation:** .....

Please respond to the following questions by placing a tick mark (√) in the option that represents your opinion.

Q1. Is the supervisor keeping you up to date on what's going on at the bank?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q2. Does your boss encourage you to work harder?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q3: Do you feel that the bank values the views and contributions you make?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q4: In light of your position, are you satisfied with your current pay?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q5: How do you feel about your raise?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q6: Are you satisfied with the leave alternatives that your bank offers?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q7: Do you think there are enough prospects for advancement at the bank?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q8: Are you satisfied with the direction your career has taken at this bank?

- Yes
- No
- Neutral

Q9: Do you feel that your skills and talents are being utilized to their full potential in your job?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q10: Do you feel secure in your position overall?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q11: Do you like the working environment the bank has provided?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q12: Do you think the employees at the bank have a sense of teamwork?

- Not at all

- Slightly
- Neutral
- Very
- Extremely

Q13: Do you feel that you can successfully balance your personal and work lives?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q14: How satisfied are you with your teammates' level of professionalism?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q15: Do you feel that the bank properly thanks you for your contributions?

- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q16: Does the boss properly reward employees for their hard work?



- Not at all
- Slightly
- Neutral
- Very
- Extremely

Q17: When you perform well, does your supervisor give you informal thanks and praise?

- Not at all
- Slightly
- Neutral
- Very
- Extremely