

Report On  
Evaluation of Customer Satisfaction of Shahjalal Islami Bank PLC.

By  
Sazia Afrin Suzana  
ID 19304047

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

BRAC Business School

BRAC University

5 March 2024

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## Declaration

It is hereby declared that-

1. The internship report submitted is my/our own original work while completing my 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 reference.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

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Sazia Afrin Suzana  
ID 19304047

Supervisor's Full Name & Signature:

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Dr. Najmul Hasan  
Assistant Professor, BRAC Business School  
BRAC University

## Letter of Transmittal

March 5, 2024

Dr. Najmul Hasan

Assistant Professor

BRAC Business School

Brac University, Dhaka

**Subject:** Submission of Internship Report on Evaluation of Customer Satisfaction of Shahjalal Islami Bank PLC.

Dear Sir,

I am pleased to give my internship report on Shahjalal Islami Bank PLC., which is a requirement for the BBA programme. Throughout the three-month internship, your mentoring was invaluable in my learning process. I am writing regarding the internship report titled "Evaluation of Customer Satisfaction of Shahjalal Islami Bank PLC." The report offers details on Shahjalal Islami Bank's customer service department, highlighting the identification of problem areas pertaining to customer satisfaction and the recommendation of workable solutions. This process has improved my report-writing skills by enabling me to apply my academic knowledge to real-world situations. I can provide you with more information as soon as you need it.

I sincerely hope that you would be kind enough to accept this report.

Best regards,

Sazia Afrin Suzana

Id: 19304047

Major: Marketing

Minor: Human Resource Management

## Non-Disclosure Agreement

This agreement is made and entered into by and between Shahjalal Islami Bank PLC and the undersigned student at Brac University .....

Sazia Afrin Suzana.

Id: 19304047

## Acknowledgement

I would like to express my sincere gratitude to "Shahjalal Islami Bank PLC." for their excellent help in supplying the necessary information for my internship report. I also want to sincerely thank Dr. Najmul Hasan, my academic supervisor, for all of his help and advice during my internship. His friendly answers have really aided in the development of my internship project.

## Executive Summary

Shahjalal Islamic Bank Limited (SJIBL), a well-known Islamic bank in Bangladesh that was established on May 10, 2001, is dedicated to providing high-quality services that are consistent with the principles of Islamic banking. This report details my internship at SJIBL, with an emphasis on the general banking area. The primary goal is to present a general banking activities, which include customer satisfaction, deposit and savings products, and retail loan services. The document also describes my roles and responsibilities at Shahjalal Islami Bank over the three-month period. This research offers a thorough examination of customer satisfaction at SJIBL. A mixed methods strategy is used in this study, integrating quantitative and qualitative research techniques and was given a structured questionnaire at SJIBL's Darus Salam Road branch in Dhaka using systematic random sampling. The questionnaire was developed from recognized customer satisfaction frameworks. Concurrently, ten-minute qualitative interviews were carried out with several client segments to obtain detailed understanding of relationship management and service experience standards. Shahjalal Bank's customer satisfaction can be viewed holistically thanks to this integrated technique, which also highlights areas for improvement.

**Keywords:** Customer satisfaction; Shahjalal Islami bank, Mixed method, sampling

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## List of Acronyms

SJIBL- Shahjalal Islami Bank Limited

RTGS- Real Time Gross Settlement

EFT- Electronic Funds Transfer

# Chapter 1

## Overview of Internship

### 1.1 Student information

Name: Sazia Afrin Suzana

ID: 19304047

Program: Bachelor of Business Administration (BBA)

Major: Marketing

Minor: Human Resource Management (HRM)

### 1.2. Internship Information

1.2.1 Period, Company name, Department, Address:

**Period:** 90 days.

**Company Name:** SHAHJALAL ISLAMI BANK LIMITED.

**Department:** General Banking Department

**Address:** Darus Salam Road Branch

S.A. Khan Tower (1st Floor)

3/A, Darus Salam Road

Mirpur-1, Dhaka- 1216

Bangladesh

### 1.2.2 Internship Company Supervisors:

Name of my supervisor: Saima Nashrin

Designation: Junior Executive Officer

### 1.2.3 Job Purpose and Duties:

The following is a description of the tasks and obligations I had throughout my internship:

- Complete the form, verify your NID, and fill out the account and deposit paperwork.
- Loan proposal documentation and charge paperwork should be filed consecutively.
- Verify the balance in the client system; assist and mentor clients with their problems.  
Verification of payment order and clearing cheque
- Acquire, verify, and create RTGS and EFT transactions.
- supporting each officer and carrying out tasks as needed phoning customers
- Observe and support the deputy manager and other officials.

## 1.3 Internship Outcome:

### 1.3.1 Contribution to my bank (Shahjalal Islami Bank Limited)

I made significant contributions during my internship at Shahjalal Islami Bank Limited, especially in the general banking area. As I carefully carried out my responsibilities, I finished a variety of account forms, handled client relations with skill, and made cheque books and debit cards available. Quite unexpectedly, I talked with 200 clients on my own, successfully took care of account problems, and received praise for my efforts. Convincing them to open their account and visit the branch or make it active was a difficult task.

It surprised me how well I did because a lot of clients replied, and the bank officers gave me really positive comments. The documents I have completed are:

- 111 AL-WADIAH CURRENT DEPOSIT ACCOUNT
- 121 MUDARABA SAVINGS DEPOSIT ACCOUNT
- 741 MONTHLY DEPOSIT SCHEME 5 YEARS
- 744 MUDARABA MONTHLY DEPOSIT SCHEME 03 YEARS
- INSTITUTIONAL ACCOUNT
- MUDARABA HAJJ SCHEME
- MTDR SPECIAL SCHEME

I then worked for a company in the lending, investment, remittance, and clearing area. Most of the works were more conceptual and delicate in nature. I considered it an honor to be able to work in the most delicate cleansing section. After moving into the loan, investment, remittance, and clearing departments, I took on increasingly complex and unique tasks. Notably, I worked in the sensitive clearing department and was recognized for my consistent performance and steadfast dedication by participating in alert audits and cooperatively helping with regular audits.

### 1.3.2 Benefits to the student:

I will never forget the incredible experience I had while interning at Shahjalal Islami Bank Limited, even with its ups and downs. It was like a preview before the main event an early look at the working world provided by this experience. By offering them a taste of what the workforce entails, internships encourage students to enter it. It helps you gain insight into how offices function, which will be useful in the future. Commencing your first job can be greatly impacted by even a small amount of experience. I gained experience being professional and handling myself in an office setting throughout my internship. It got simpler to get along with coworkers and not get worked up over little things. Additionally, I discovered how crucial clients are to the banking industry. I learned how to be cautious at work because even one small error could have serious consequences. Details are very important. I became acquainted with Bank Ultimus, a straightforward yet crucial banking application that ensures data security and confidentiality. To safeguard banking information, every employee has a unique ID and password. People who work seem to lead different lifestyles, I've noticed. Despite their personal issues, everyone was punctual and committed to their work.

### 1.3.3 Problems and difficulties faced during the internship:

Although I had difficulties in the organization, flexibility was a crucial component of my internship. This was a reflection of my abilities and flexibility as a recent graduate in business. It was difficult at first because interns didn't have assigned workspaces, but I got past that by actively asking my supervisor for tasks and getting encouraging feedback. After concentrating on general banking for the first month, I was unable to fully explore other bank departments even with my high level of productivity. In order to secure opportunities in different sections, I had to overcome obstacles, as it was imperative that interns experience a variety of functional areas. As a result, there was a lack of familiarity with the digital banking system and an inadequate understanding of effective practices. Luckily, over time, I had the opportunity to work in the general banking department of the bank, which allowed me to grow as a person and gain insight into the workings of the organizations.

### 1.3.4 Recommendation:

Undergraduates can gain a lot from internships, and it's important to give them meaningful work to do. Give interns difficult tasks to complete, and make sure they each have a personal computer and desk. This shouldn't be a problem because students are aware of the confidentiality of bank accounts. Employees at the bank should actively encourage and mentor interns in order to promote a culture of lifelong learning. Senior officers are essential in motivating and assisting interns with a variety of duties. It is advantageous to expose interns to various functional departments within the bank in order to improve their understanding. Their future development is greatly aided by this thorough exposure.

## Chapter 2

### Organizational Overview

#### 2.1 Introduction:

#### 2.2 Company Overview:

According to the Bank Companies Act of 1991, Shahjalal Islami Bank PLC (SJIBL) began its business journey on May 10, 2001, following the principles of Islamic Shariah. Among the banks granted licenses by the Bangladesh Bank, SJIBL attained a highly sought-after status in the early 2000s. The bank expanded its reach by opening 140 branches strategically around the country, each of which offered customers a different range of deposit and investment alternatives. Islamic Banking at SJIBL goes beyond being only an interest-free financial institution; it functions as a revenue-generating product that makes a real impact on economic growth and elevates the GDP of the country.

In the eyes of the nation's business elite, the Board of Directors is an exemplary body. Chairman Mohammed Younus, Vice Chairman Moinuddin Ahmed, and Representative Abdul Karim Nazim (from Shamsuddin Khan & Harun Miah Ltd.) round up SJIBL's board of directors, who are dedicated to upholding the company's standards of excellence and ethical financial practices. SJIBL's management and auditing practices are completely compliant with Shariah law because the company has its own Shariah board. Despite having its own Shariah board, the bank never wavers from following the guidelines issued by Bangladesh's central bank. The bank strictly adheres to many important Shariah rules. In the world of Islamic banking, deposit rates change depending on supply and demand. Clubs, taverns, movies, and other businesses with a questionable Islamic background are not eligible for loans from SJIBL. The bank strictly adheres to its Shariah regulations and keeps a close eye on its investments when deciding which loans to approve. Following halal business practices is promoted by Shariah practices at SJIBL. By providing a line of credit, banks let company owners buy things, which in turn allows them to run their company responsibly and make a profit. People who put their money in the bank and trust it by keeping their money there get a portion of the earnings.



### 2.2.1 Vision

A distinguished name in the realm of Shariah banking and investment in Bangladesh, ensuring stakeholders receive justifiable value while contributing to moral and ethical human development.

### 2.2.2 Mission

- Provide the best possible customer service and outstanding support.
- Ensure that all stakeholders receive long-term benefits.
- Keep your integrity to a high standard.
- Encourage inventive and inclusive banking techniques.
- For quick, dependable, and precise customer service, embrace automation and digitization with cutting-edge technology.
- Work to overcome obstacles and pursue excellence by constantly improving systems and professional development.
- Give priority to human resources' moral and ethical development

### 2.2.3 Objectives of the Organization

- Aim to be the best Shariah-based bank in Bangladesh.
- Encourage fair trade throughout the industry.
- Highlight the retail and wholesale banking industries.
- Put the needs of the customer ahead of a quick return on investment.
- Continue to practice organizational discipline and conservatism in risk, liquidity, and capital management.
- Establish a distinctive culture within the workforce that promotes excellent collaboration and coordination in order to gain a substantial competitive edge.

## 2.3 Management Practices

### 2.3.1 Corporate Ethics and the Commitment of the Board of Directors

Legal frameworks, policies, and practices that dictate how a company's board of directors manages its business operations are collectively referred to as corporate governance measures. Transparency, responsibility, and security are its guiding principles. The CFI (2023) Making decisions by the board committee are crucial to the bank's efficient management and direction. Putting policies into place that maximize the bank's performance is something the board of directors is very committed to doing.

### 2.3.2 Designation Hierarchy of the Organization

Managing Director (MD)
Additional Managing Director (AMD)
Deputy Managing Director (DMD)
Senior Executive Vice President (SEVP)
Executive Vice President (EVP)
Senior Vice President (SVP)
Vice President (VP)
Assistant Vice President (AVP)
First Assistant Vice President (FAVP)

Junior Assistant Vice President (JAVP)
Senior Executive Officer (SEO)
Executive Officer (EO)
Junior Executive Officer (JEO)
Executive Officer (EO)
Officer

Table :01

### 2.3.3 Leadership Styles

A leader's ability to effectively guide, motivate, and oversee a group of individuals is crucial to the managerial success of any firm. Essential leadership traits like these have a major impact on inspiring innovation and maximizing potential (Cherry, 2021). Autocratic, democratic, participatory, and laissez-faire are just a few of the numerous styles of leadership. A new style of leadership has been implemented by SJIBL with the aim of enhancing overall performance.

**Democratic Leadership:** Members of the group are actively involved in making decisions under this model. Results in higher productivity, more contributions, and better group morale are supported by extensive research. Managers and employees at SJIBL collaborate on decision-making and problem-solving. The dedicated staff at Shahjalal Islami Bank Limited is working hard to make the bank a better place to work in an encouraging and inspiring atmosphere. It is highly suggested that the chairman, board of directors, and workers all share their thoughts, feelings, and choices. We talk about anything and everyone pitches in to help find solutions. The bank highly values the involvement of individuals who can make a positive impact on the company, and it aggressively rewards those who show a willingness to participate.

#### 2.3.4 Recruitment and selection process:

When it comes to human resource management, the recruiting and selection process is paramount. This is especially true when it comes to the highly competitive job prospects provided by Shahjalal Islami Bank Limited. In order to apply, candidates must proactively seek out the employment circular and submit their documents online. Qualifications are compared to the job description to determine the shortlisting process, which culminates in a written test administered by the IBA department of Dhaka University. Candidate selection is certain to be both rigorous and fair using this approach. Candidates are finally selected and incorporated into the organization after clearing written examinations and moving on to a live interview. Internal and foreign candidates are considered for open positions at Shahjalal Islami Bank Limited. There is a three-year promotion cycle, and internal candidates are given preference for executive-level posts. Conversely, entry-level positions like TSO or MTO are typically the main emphasis of external recruitment, with individuals selected through competitive examinations and based on their qualifications.

During my internship, I got to see the promotion process up close and personal as my superiors and coworkers invited me to join them in the promotion process. The mandatory viva, a nerve-racking but essential step in the process that would determine an applicant's promotion and salary increase, served as the uniting element.

#### 2.3.5 Compensation System

The thoughtful compensation and rewards structure at Shahjalal Islami Bank Limited shows how much the bank cares about its employees. Compensation, benefits, insurance, transportation, profit incentives, raises annually, and payments to a provident fund are all part of this system, which also addresses non-financial issues. On major holidays like Eid ul-Fitr and Eid ul-Adha, a sizable portion is distributed as festival bonuses. Employees' base salary is increased by 20% in the form of festival bonuses. On April 14th, SJIBL employees also get the Boishakhi Bonus. Festival bonuses are not available to employees who are on probation; rather, they become eligible upon confirmation, which happens on the date of each employee's joining. This highlights SJIBL's unwavering dedication to provide a transparent compensation plan that acknowledges and rewards each employee on an individual basis.

### **Casual Leave with Payment at SJIBL:**

**Motherhood Leave:** Employers in Bangladesh are obligated to grant women a 6-month maternity leave as per government laws. Following the rules set down by the Bangladesh Bank, SJIBL ensures that its female employees have access to all necessary amenities and pays them a maternity honorarium while they are pregnant.

**Sick Leave:** Twelve days of sick leave per year are subtracted from an employee's overall leave balance, as mandated by government laws.

**Weekly Holidays:** The employees and security guards of SJIBL take time off on certain government holidays every week.

**Situation-Based Leave:** When it comes to situation-based leave, SJIBL is quite understanding and sympathetic toward employees, particularly when the issue is unplanned. Any employee who suffers a personal or family accident can request and receive 21 days of unpaid absence from their management.

### **Benefits:**

**Gratuity:** When an employee retires or departs the company, a gratuity fund is awarded. Employees who have worked for the company for five to ten years are eligible for gratuities.

**Provident Fund:** All SJIBL employees receive a provident fund. Ten percent of the base pay is contributed directly to the provident fund. This money is available for employees to withdraw at any time, and it is also provided upon retirement.

### **2.3.6 Training and Development:**

Every organization needs to prioritize training if it hopes to meet its goals. Training, in the opinion of SJIBL, is essential for staff development and practice upkeep. On January 20, 2015, they opened the Shahjalal Islami Bank Training Academy in Nurur Chala, Badda. As of 2023, they will provide a range of training courses, including Foundation Training, Shariah Compliance, Documentation, Vestment Operations, and General Banking.

### 2.3.7 Performance Appraisal System:

Through an efficient compensation plan that fosters a sense of ownership, long-term focus, continuous development, teamwork, reduces employee dissatisfaction, and improves overall performance, the bank is dedicated to promoting optimal employee performance. Having realized the strategic importance of performance evaluation in employee recognition and reward, the bank has completely redesigned its prior appraisal system. The revised strategy closely links recognition to performance outcomes by integrating the BARS system and KPIs in a seamless manner. This improved process guarantees an unbiased assessment of workers' year-long efforts and promotes candid and productive dialogue about performance and growth between appraisers and appraisees. Shahjalal Islam Bank recognises exceptional Branch Managers throughout the year by inviting them to an exclusive business gathering at the renowned Hotel Palace Luxury Resort as a way of showing appreciation.

## 2.4 Marketing Practices:

Marketing functions as a fundamental tool for any entity, serving as the channel through which organizations establish connections with their client base and deliver services. In Bangladesh, financial institutions adopt strategic marketing methodologies to reach customers, enhance profitability, and participate in competitive interactions with other banks. SJIBL stands out with its unique marketing proficiency, contributing to an elevated reputation and enhanced trust among the public.

### 2.4.1 Marketing Strategies, Vision, Mission Strategies

SJIBL follows two main strategies for marketing. Liability Marketing and Asset Marketing the two main components of SJIBL'S marketing strategies.

#### **Liability Marketing Strategy:**

1. Motivate branch managers to actively obtain significant amounts of money for long-term investments through term deposits.

2. Launch and update deposit products in accordance with business requirements; the Marketing Division notifies branches on a regular basis about trends in deposits.
3. Interact with clients who make sizable deposits to make sure they participate in the bank's initiatives.
4. Examine government collecting accounts that offer sizable deposits at reasonable rates, like DESCO and TITAS.

**Asset Marketing Strategy:**

1. 1.To achieve investment diversification and risk reduction, distribute investment products or offer advice to relevant branches. This is the asset marketing strategy.
2. Constantly create and alter investment products in response to market demands.
3. Offer advice and suggestions to the Bank's Public Relations Department, focusing on the investment products offered by the bank in print and online media.
4. Provide a MIS for asset marketing and implement it for efficient tracking.
5. Put social and societal marketing first by steering clear of companies that endanger the environment or public health.

**Vision:** Establish yourself as Bangladesh's top Islamic bank and contribute significantly to market advancement by introducing creative financial services.

**Mission:** Increase clientele by providing services that adhere to Shariah. Provide excellent services and set higher standards with customers. Make significant investments in a variety of industry sectors. Integrate cutting-edge technology with Islamic principles to offer customers innovative services, enhance shareholder wealth, and achieve sustainable growth and annual profit targets.

2.4.2 Marketing segmentation, targeting, positioning

SJIBL uses a subtle approach to the market, initially focusing on a specific geographic area and building a significant presence in the Dhaka region. The bank, like most Islamic banks,

uses demographic segmentation to target religious customers in this mostly Muslim country by offering Sharia banking services. SJIBL recently took a risk by introducing premium banking services specifically designed for Bangladesh's affluent class, using psychographic segmentation. SJIBL, which is based on Islamic principles, mainly targets Muslims who are adamantly against interest. But in its quest for social justice, the bank offers its services to people of different religions while closely following Sharia regulations. Regarding positioning, SJIBL leads the Islamic banking industry for Sharia compliant banks.

### 2.4.3 Marketing's Connection to Product Development and Branding

- Evaluate and improve bank deposit products on a regular basis.
- Write and update the bank's operating and investment product manuals to reflect the changing business environment.
- Apply positioning, segmentation, and targeting marketing strategies to a range of banking products.
- Work together with the Public Relations Department to develop the bank's overall brand.
- In the context of banking operations, present the four Ps of marketing—product, price, location, and promotion—to the board of directors and management.

### 2.4.4 Marketing Channels

With the advancement of contemporary technology, the banking sector has experienced significant changes in the modern era.

#### **For example:**

1. Mobile banking: message alerts, Android app services
2. Online Banking: Check balances and make remote transfers
3. ATM-Withdrawals, Payments, Transfers, and Deposits
4. Financial Advisors
5. Mobile wallet and so on.



The way banks operate has changed significantly as a result of these services. SJIBL is demonstrating its commitment to keeping up with technological advancements by regularly updating their banking app.

#### 2.4.5 Products and Services

Table 02

DEPOSIT PRODUCTS	INVESTMENT PRODUCTS
MUDARABA MONTHLY INCOME	SMALL BUSINESS INVEST PROGRAM
MUDARABA DOUBLE MONEY	HOUSING INVESTMENT
AL WADIAH CURRENT DEPOSIT	CAR INVESTMENT
MUDARABA MONTHLY DEPOSIT	SCHEME FOR MARRIAGE, EDUCATION
MUDARABA HAJI DEPOSIT	SMALL AND MEDIUM ENTERPRISE INVESTMENT
SJIBL SCHOOL BANKING	HOUSEHOLD DURABLE

Table 03

## Products of SJIBL

### OTHER BANKING SERVICE

### ATM SERVICE

### REMITTANCE SERVICES

### ONLINE BANKING

### E-GP SERVICES

### E ACCOUNTING OPENNING SERVICES

### CARD SERVICES

## 2.5 Financial Performance and Accounting Practices

### 2.5.1 Financial performance analysis

#### 2.5.1.1 ROA (Return on Assets)

A financial indicator that shows a company's profit in relation to its assets is called return on assets, or ROA. A return on assets (ROA) of 5% is regarded as acceptable, and 20% is exceptional. The ROA continuously surpasses 5% when evaluating ShahjalalIslami Bank Limited's performance from 2017 to 2022, demonstrating the bank's strong return on assets.

The ROA formula is calculated as follows:  $(\text{Net income}/\text{Average total assets}) \times 100$ .

Year	2022	2021	2020	2019	2018	2017

ROA	1.08	0.85	0.68	0.67	0.65	0.64
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table : 04

### 2.5.1.2 ROE (Return on Equity)

Calculated by dividing total net income by common shareholders' equity, return on equity (ROE) expresses the dividends paid to shareholders as a percentage of their investment. Higher percentages benefit the bank and its stakeholders, while a ROE of 15–25% is regarded as favorable for a bank. Even with a declining stock price that is steadily rising, the ROE graph's upward trajectory shows an increase in shareholder dividends.  $(\text{Net Income} \div \text{Average Stockholders' Equity}) \times 100$  is the formula for calculating Return on Equity.

Year	2022	2021	2020	2019	2018	2017
ROE	16.92	13.70	11.08	10.98	10.47	9.14

Table :05

### 2.5.1.3 Net Profit Margin

As per the study by SJIBL, net profit margin provides an indication of a company's operational effectiveness by reflecting the amount of profit created from revenue. It provides information on cost structure, pricing tactics, and manufacturing efficiency in addition to comparing profit to sales. Although industry standards differ, an NPM of 5% is typically seen as low, 10% as good, and 15% as extraordinary. SJIBL had a net profit margin of 2.52% in 2022. Looking back at past statistics, we see a trend of fluctuations: 2.93% in 2017, 3.08% in 2018, 3.40% in 2019, and 2.42% in 2020.

### 2.5.2 Accounting practices:

- Ensuring strong financial management, the accounting section of the banking framework takes care of important areas.
- This systematizes accounting procedures for every bank branch, encouraging the creation of reconciliation reports and streamlining month-end close procedures.
- Works closely with the Shariah audit team, incorporating their recommendations for adherence to moral and Shariah-compliant practices.
- Executes strict procedures to ensure a high degree of accuracy in accounting services.
- Carefully documents and reconciles each transaction, keeping an extensive financial ledger. makes proactive financial planning and decision-making possible by doing monthly profit projections.
- Maintains regulatory compliance and transparency by making sure that annual and quarterly reports are completed on time.

### 2.5.3 DuPont analysis

DuPont analysis is a comprehensive technique for analyzing a business's Return on Equity (ROE) in detail. Analyzing components like Net Profit Margin, Asset Turnover, and Financial Leverage is part of this. The extensive knowledge gained from DuPont analysis enables management to make wise operational and strategic choices. According to SJIBL in NJ this analytical method improves knowledge of a company's financial efficiency and profitability.

Table: 06

Particulars	2017	2018	2019	2020	2021
Net profit Margin	7.82%	7.38%	7.28%	9.44%	14.14%

Total Asset turnover	8.15%	8.84%	9.27%	7.23%	6.02%
Return on Asset	0.64%	0.65%	0.67%	0.68%	0.85%
Financial Leverage	14.33%	16.07	16.29	16.24	16.09
ROE	9.14%	10.47%	10.98%	11.08%	13.70%

An increase in each of the DuPont analysis factors amplifies the favorable impact on return on equity. The Net Profit Margin experiences a notable improvement as a result of significant decreases in income tax and investment provision charges. In contrast, the asset turnover decreases as investments are revalued to conform to central bank regulations. Furthermore, the growing expansion of assets is what drives the upward trajectory in financial leverage.

## 2.6 Operation Management & Information System:

### 2.6.1 Effective Operations Oversight:

Any organization's efficiency depends on its ability to run smoothly, and the bank's senior management is in charge of making sure these functions run smoothly. Following certain rules is essential to the bank's overall performance since it provides a clear method for locating and fixing any flaws. SJIBL maintains a high priority on operational management in all of its branches

## 2.6.2 Implementation of Information Systems :

At its central office, SJIBL has a router system, a database system, and data management, demonstrating its continued leadership in technical innovation. A dedicated IT management department at the main office responds quickly to emails or phone calls to address and resolve server or bank website-related difficulties. Bank Ultimus is the banking software that Shahjalal Islami Bank Limited uses for all system-related operations.

## 2.7 Industry and Competitive Analysis:

### 2.7.1 Porter's Five Forces model of Shahjalal Islami Bank Public Limited:

Porter's Five Forces is a strategic method that evaluates an industry's strengths and weaknesses by looking at five competitive variables that shape every firm. These include competition between already-existing rivals, suppliers' or depositors' negotiating power, the threat of new competitors, the threat of replacements, and buyers' bargaining power .

1. **The risk posed by new competitors:** Notwithstanding Bangladesh's stringent capital and licensing regulations, a number of new banks and non-bank financial institutions have joined the inventive and well-established sector. Although there is more competition as a result of this inflow, SJIBL is not at risk from new competitors because of strict capital requirements and regulatory obstacles.
2. **The threat of substitutes:** The main alternatives to banking products are the goods and services offered by non-banking financial institutions. In order to meet customer needs in the face of new opportunities and challenges, SJIBL offers a wide variety of cutting-edge goods.
3. **Purchasers' bargaining power:** In the context of banking investments, consumers are regarded as purchasers and have significant bargaining power. They demand better service quality and put pressure on banks to cut pricing. In the face of intense competition, SJIBL distinguishes itself by constantly offering competitive prices and top-notch services to satisfy client needs.
4. **Supplier or depositor bargaining power:** As the primary source of funding, depositors have a lot of negotiating power in the banking sector. Recognising the erratic nature of

depositor power, SJIBL concentrates on retail deposits and maintains a diverse deposit portfolio to reduce reliance on any one region.

5. **Competition among current rivals:** With 34 non-bank financial organizations and 61 scheduled banks fighting for market share, Bangladesh's banking industry has seen a spike in competition. SJIBL sets itself apart by prioritizing customer service and providing distinctive products in an effort to increase brand value in the face of fierce industry rivalry.

### 2.7.2 SWOT Analysis for SJIBL

#### Strengths:

- With a focus on delivering reliable financial services in line with Shariah law, SJIBL is a modern Islamic bank.
- With the help of its competent management, SJIBL has established a firm foundation and guaranteed its financial stability.
- With a Capital Adequacy Ratio (CRAR) of 15.04%, the corporation proudly displays its commitment to regulatory compliance.
- The bank has become known for its reliability, which is largely attributable to the use of cutting-edge technologies.

#### Weaknesses:

- The current economic conditions in Bangladesh, characterized by growing inflation, pose greater problems for SJIBL and compromise the bank's overall financial stability and cost structures.
- Inflation and economic uncertainty put more strain on the bank's concentration in particular industries and reliance on big businesses.
- The bank's endeavors to expand its product offerings and diversify into small ventures may be impeded by the effects of inflation on consumer purchasing power.
- A more serious problem that makes it more difficult for SJIBL to adjust to changing market conditions is its limited branch presence during difficult economic times.
- Because the textile and clothing sector is significant in the bank's target areas, its susceptibility to economic downturns complicates SJIBL's risk profile.

#### Opportunities:

- Expanding Bangladeshi Islamic banking market offers potential for growth and increased market share, in line with the nation's economic development
- Growing interest in Islamic financial services gives SJIBL a chance to draw in a larger clientele.
- SJIBL has untapped potential to serve the unbanked population in the nation, contributing to financial inclusion efforts.
- Post-COVID, SJIBL can explore innovative business strategies, leveraging digital marketing for outreach and cost optimization, aligning with Bangladesh's growing digital economy.
- In order to meet consumer needs and maintain Bangladesh's economic resilience in the face of economic crises, SJIBL can concentrate on creating and marketing financial products that are resistant to inflation.

#### Threats:

- A major risk to SJIBL is the extended economic instability brought on by COVID-19.
- Exchange rate swings subject the foreign exchange company to dangers.
- Financial stability is at risk due to difficulties in recovering investments and possible worries about asset quality after COVID-19.
- Pressure on SJIBL is increased by increased competition in the Islamic banking industry.
- In light of inflation, Bangladesh's financial industries are under pressure due to low deposit and investment rates.
- Global concerns like geopolitical tensions and economic shifts may make the banking environment more complex in 2023, which would provide SJIBL with more hurdles in the context of Bangladesh's changing economic landscape.



## 2.8 Summary and conclusion:

Due to variables including economic conditions, geopolitical changes, and technology breakthroughs, the business environment and the economy have entered a special phase characterized by unpredictability. Despite these obstacles, SJIBL has successfully negotiated them by deploying and utilizing resources effectively in order to take advantage of possibilities. The bank is still committed to meeting its duties to shareholders, continuously improving the quality of its services, and keeping a competitive advantage in the marketplace. SJIBL wants to prioritize customer service excellence and undertake cost-cutting initiatives with an emphasis on automation, product innovations, and establishing a strong investment portfolio. Extended deferral facility investments receive further consideration in order to guarantee asset quality.

## 2.9 Recommendation:

My evaluation suggests that SJIBL should focus on the following areas to ensure its success in the future: In spite of its updated technologies, SJIBL needs to modernize its IT system to address server delay issues. It is important to put the requirements of the customer first, since work pressures might occasionally cause delays in service. Address customer concerns about not receiving messages by making improvements to the SMS service. Improved advertising efforts by utilizing more successful strategies.

## Chapter 3

# Evaluation of Customer satisfaction of Shahjalal Islami Bank PLC

### 3.1 Introduction:

As one of the leading private commercial banks in Bangladesh, Shahjalal Bank Limited recognizes that achieving high levels of customer satisfaction is critical to the bank's long term success and growth. In the highly competitive banking industry, satisfying and retaining customers is key to maintaining a competitive edge. Prior studies have shown a strong positive relationship between customer satisfaction and important financial performance metrics. Therefore, regularly assessing satisfaction levels and identifying opportunities for improvement is a strategic priority for Shahjalal Bank.

This report documents my internship project conducted at Shahjalal Bank from [dates] to evaluate customer satisfaction with the bank's key services and products. As an intern in the Marketing department, I was tasked with developing and executing a research study to assess the current state of customer satisfaction. The purpose of this study was to provide recommendations to enhance satisfaction and strengthen customer relationships over time. The report is divided into five chapters. Following this introduction, Chapter 2 reviews relevant literature on customer satisfaction frameworks and approaches employed in banking. Chapter 3 outlines the methodology used, including satisfaction measurement tools and sampling techniques. Chapter 4 presents the findings from surveys and interviews. Key themes emerging from the data are analyzed. Chapter 5 discusses the conclusions drawn and provides actionable recommendations for Shahjalal Bank to improve in areas that impact satisfaction the most. Through this in-depth customer satisfaction study, I aimed to gain valuable insights that can help Shahjalal Bank optimize its marketing and service strategies. If implemented, the recommendations have the potential to boost loyalty, earnings and competitiveness for the bank in the future. I hope the findings and implications provided in this report are useful for the continued success of Shahjalal Bank.

### 3.1.1 Objectives of the study

**Primary Objective:** The central goal of this study is to conduct a comprehensive evaluation and examination of the levels of customer satisfaction at Shahjalal Bank. This assessment aims to meet the requirements stipulated by the internship program.

**Secondary Objectives:**

1. Provide an overview of Shahjalal Bank, detailing the variety of services and products it offers to its clientele.
2. Investigate and report on the routine operational activities within the bank's general banking division.
3. Propose strategies that Shahjalal Bank could implement to enhance the satisfaction of its clients.
4. Establish a connection between theoretical academic concepts and their practical implementation in the banking sector, with a special emphasis on technological advancements.

### **Statement of the Problem**

Shahjalal Bank focuses on customer satisfaction to maintain its leading position and profitable expansion in the competitive Bangladeshi banking industry. Despite the bank's financial success, clients' requirements and expectations evolve with the emergence of new alternatives. Local enterprises are facing increased service demands from international banks, leading to heightened competition. Shahjalal Bank is at risk of losing loyal clients and slipping behind competitors if they do not consistently evaluate and adapt to customer satisfaction levels. Initial user survey revealed that the majority were content with transactional services, but a notable percentage expressed dissatisfaction with relationship management aspects such as personalized care, speed of problem resolution, and the range of communication channels. Data-driven insights on consumer perceptions can enhance satisfaction across all touchpoints and demographic segments.

### 3.1.2 Significance of the study

This study on assessing customer satisfaction at Shahjalal Bank holds several important significances:

Improves understanding of customer needs and expectations. Evaluating satisfaction levels provides valuable insights into what customers value most from the bank in terms of products, services and experiences. This enhances the bank's awareness of customer priorities and preferences. Enables enhancement of service quality. Identifying specific areas of weakness or gaps in satisfaction allows the bank to make targeted improvements to better meet and exceed customer expectations. This supports delivery of high-quality, consistent service across all branches and divisions. Boosts customer retention and loyalty. Addressing satisfaction issues helps reduce customer churn by strengthening relationships and trust. Satisfied customers are more committed and inclined to remain with the bank long-term through repeat business and referrals. Supports financial performance and growth. As established by prior research, higher customer satisfaction correlates directly with increased profits, revenues and shareholder value. Ensuring strong satisfaction contributes directly to the bank's bottom line success over time.

Establishes competitive advantage. By regularly benchmarking against satisfaction levels of peers, the bank gains insight into how its offerings compare competitively. This supports customized service and acquisition strategies for maintaining an edge in the challenging industry. Provides practical recommendations. The study aims to propose actionable, evidence-based suggestions to enhance specific satisfaction elements in ways feasible within the bank's operations and strategies. This facilitates implementation for tangible benefits. Informs continued improvement efforts. Monitoring satisfaction periodically using proven assessment frameworks allows the bank to track progress, identify new issues as needs evolve, and fine-tune approaches continuously for sustained customer and business value.

### 3.1.3 Purpose of the Study

The main purpose of this study is to assess the level of customer satisfaction with Shahjalal Bank's key products and services. Specifically, the study aims to:

1. Evaluate customer satisfaction across different aspects of service quality such as core transactions, digital banking channels, relationship management, customer care, and product offerings.
2. Identify strengths and weaknesses in customer satisfaction based on demographic characteristics such as age, income level, education, location, etc.
3. Compare satisfaction levels across different customer segments to understand where certain groups may be more or less satisfied.
4. Examine the relationship between customer satisfaction and key factors such as service quality, customer expectations, perceived value, and brand image.
5. Provide actionable recommendations to Shahjalal Bank on specific areas of improvement based on findings from the primary data collection.
6. Suggest strategies to enhance overall customer satisfaction levels through optimizing existing initiatives and implementing new ones focused on important drivers.
7. Track perceived changes in satisfaction over time by conducting periodic reviews to ensure continuous enhancement efforts remain relevant

### 3. 1.4 Literature review

For numerous years, research in marketing and management has concentrated on identifying factors that contribute to consumer satisfaction. The literature has already examined the strategic significance of satisfied consumers for a company's success. Multiple studies have demonstrated a connection between satisfied consumers and significant financial benefits for companies. nAnderson et al. (1994) conducted a groundbreaking study on the correlation between customer satisfaction and business performance. After analyzing data from Sweden, researchers found that companies with more satisfied customers tended to have a larger market share and higher profitability over time. This shown that satisfied consumers are an indicator of strong profitability. These results have been corroborated by several studies. Research by Anderson et al. (2004) in the banking industry shows that customer happiness is directly related to higher shareholder value creation. Happy bank customers increase profitability through repeat business, increased spending on new goods, and reduced price sensitivity. Additional evidence supporting these connections can be found in the literature on service quality. Financial institutions and other service providers might gain advantages by utilizing non-financial indices of customer satisfaction as predictive indicators of future financial

performance, as demonstrated by Ittner and Larcker (1998). Parasuraman et al. (1985, 1988) and other researchers have utilized frameworks such as SERVQUAL to demonstrate a strong correlation between customer satisfaction and their perception of service quality.

Recent studies have concentrated on examining the quality of e-banking and online services in terms of both transactional and relational components of consumer satisfaction. Factors like trust, commitment, and support in a relationship are equally crucial as the main service provided in influencing customer satisfaction (Herington & Weaven, 2009). High-quality e-services are crucial for digital banks to maintain client interest and engagement in the long term, as indicated by their research. The combined impact of these research highlights the strategic significance of measuring customer satisfaction for financial organizations. Ittner and Larcker (1998) and Anderson et al. (2004) suggest that customer satisfaction is a significant indicator of a lasting relationship since it increases both spending and retention. Companies can maintain a competitive edge in lucrative yet cutthroat industries such as financial services by doing this. Banks need to assess client satisfaction consistently using defined frameworks to optimize financial outcomes amidst increasing competition.

### 3.2 Methodology:

The present study employed a mixed-methods design, integrating both quantitative and qualitative methodologies. A standardized questionnaire was devised for the quantitative segment through the integration of components from well-established frameworks utilized in the assessment of customer satisfaction. A number of the team members were regular patrons of the Shahjalal Bank, located on Darus Salam Road in Dhaka. A systematic sampling technique was utilized to select the 36 subjects at random. At the bank branch, information was collected via Google Form surveys.

In addition, a random selection process was employed to ascertain that the qualitative interviews encompassed a diverse array of ages and levels of occupancy. In lieu of exclusively relying on numerical scores, we employed 10-minute semi-structured interviews to acquire more nuanced perspectives. We surveyed individuals regarding their expectations for relationship management and service quality with great attention. In order to enhance comprehension of the level of customer satisfaction at Shahjalal Bank, it would be advantageous to integrate qualitative interview perspectives with quantitative survey data.

Positive and negative aspects could be identified utilizing both quantitative and qualitative methods.

### 3.3 Findings and Analysis:

This section presents the results of an analysis and interpretation based on data collected from 36 respondents, all of whom are customers of Shahjalal Bank. By looking at the bank's day-to-day operations from the customers' perspective, this study hopes to determine how effective the bank's services and products are. Determining the extent to which customers are satisfied with the services offered by the bank is another objective. To provide a whole picture of the customers' feelings and experiences, the data includes both qualitative and quantitative information.

#### 3.3.1 Demographic analysis

##### Age

Your age group  
36 responses

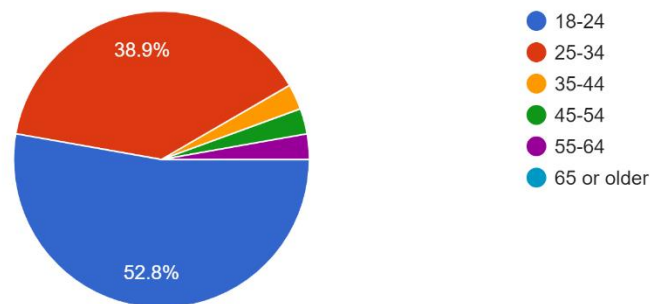


Figure 01

Young adults (25–34 years old) comprise more than half of the survey respondents, suggesting that this is the demographic that the bank aims to attract the most. The 18–24 age group follows with 38.9% of the total, indicating that the bank also serves students and recent graduates. The age groups of 35–44, 45–54, and 55–64 comprise the vast majority of the population, while the 65+ age group comprises only a minority.

## Gender

Gender  
36 responses

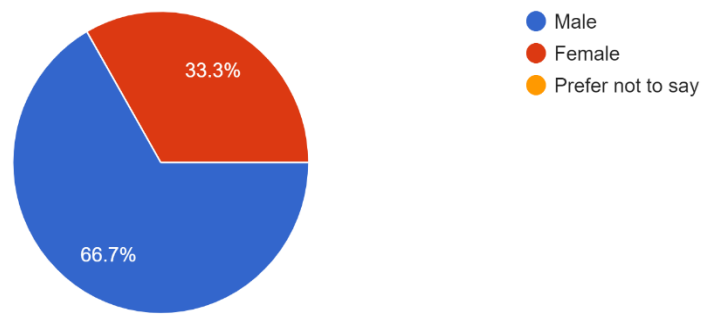


Figure 02

The gender distribution among the respondents leans towards male participants, who make up 66.7% of the survey, while female participants account for 33.3%. There were no respondents who selected 'Prefer not to say,' indicating a clear binary gender response for this sample.

## Employment Status

Employment Status  
36 responses

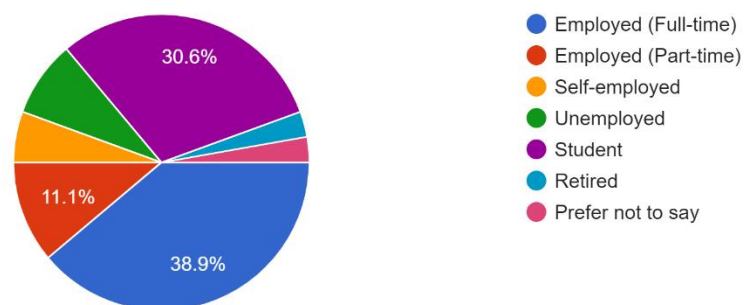


Figure 03



Regarding employment status, the data indicates diversity among the bank's customers. The largest segment at 38.9% is full-time employed individuals, which aligns with the bank's primary age demographic of young to middle-aged adults. Students make up 30.6% of the respondents, which is consistent with the younger demographic. The remainder of the participants is distributed among part-time employed (11.1%), self-employed, unemployed, and retired categories, with a small portion preferring not to disclose their employment status.

### 3.3.2 Responsiveness

#### Employee Problem-Solving Effectiveness

Does the Bank provide services within the time promised?

36 responses

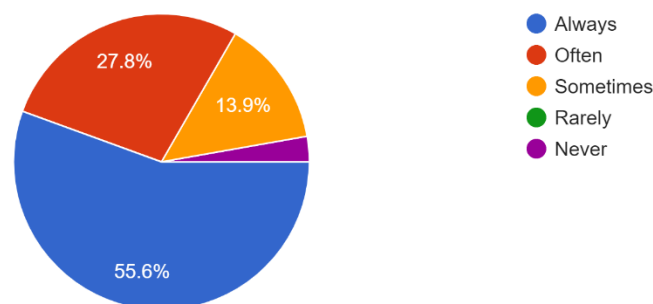


Figure 04

The chart asks respondents whether the employees give appropriate solutions to problems. The results are quite positive, with a total of 86.1% of participants either agreeing (50%) or strongly agreeing (36.1%) that the bank's employees provide appropriate solutions. This indicates a high level of confidence in the staff's ability to handle customer issues effectively. Only a small minority, 11.1%, remain neutral, which might suggest either a lack of experience with problem-solving interactions or an indifferent stance towards the service. Notably, there are no respondents who disagree or strongly disagree, which implies there is no strong sentiment against the bank's problem-solving capabilities among this group of customers.

## Bank's Responsiveness to Errors

Do the employees give appropriate solutions to problems?

36 responses

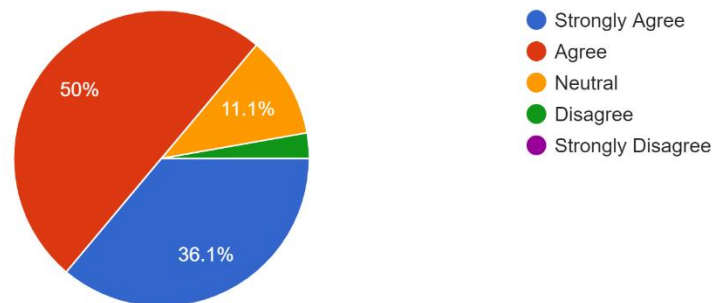


Figure 05

The chart addresses the bank's responsiveness in correcting its errors and mistakes. The majority of the respondents (58.3%) feel that the bank often corrects its errors and mistakes promptly, showcasing a significant level of trust in the bank's ability to address and rectify issues. However, the responses are more varied compared to the first question. A combined 30.6% of customers say that the bank always corrects its mistakes, which, when added to the previous category, forms a dominant view that the bank is responsive to errors. Nonetheless, there are customers (8.3%) who feel that the bank only sometimes corrects its errors, indicating a potential area for improvement. The remaining respondents, who rarely (2.8%) or never (0%) see the bank correct its errors, represent a small but critical demographic. This minority viewpoint suggests that while most customers have faith in the bank's ability to handle mistakes, there remains a subset of users whose experiences may negatively impact their perception of the bank.

## Bank's Promptness to Errors

Does the Bank correct its errors and mistakes promptly?

36 responses

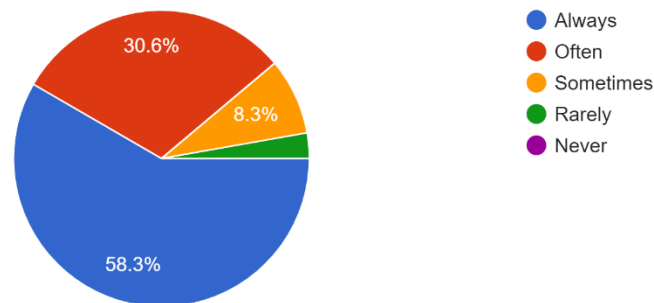


Figure 06

The pie chart analysis reveals that Shahjalal Bank is generally perceived as reliable by its customers, with a substantial 89.4% indicating that the bank often or always corrects its mistakes promptly, underscoring a strong trust in the bank's operational efficiency. However, there is a notable 8.3% of respondents who feel that the bank's response to errors is only sporadic, highlighting an area for improvement. While the percentage of customers who believe the bank rarely or never rectifies its errors is minimal, addressing these perceptions is crucial for maintaining the bank's overall reputation and ensuring complete customer satisfaction. It is imperative for the bank to investigate and resolve the underlying issues that lead to these less favorable impressions to uphold and enhance its reliability.

### 3.3.3 Reliability

#### Employee Willingness to Help

Are employees always willing to help?

36 responses

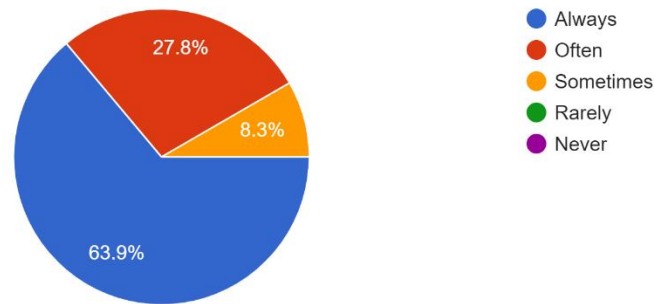


Figure 07

The first chart illustrates that the willingness of Shahjalal Bank's employees to assist customers is highly regarded, with a majority (63.9%) of the respondents indicating that employees are 'always' willing to help. Adding to this positive result, 27.8% of customers feel that employees 'often' offer assistance, demonstrating a strong customer service ethic. Only a small portion (8.3%) perceive this helpfulness as 'sometimes' occurring, suggesting occasional lapses in service that the bank could further investigate and address.

### Employee Problem-Solving Initiative

Do the employees always search for a solution?

36 responses

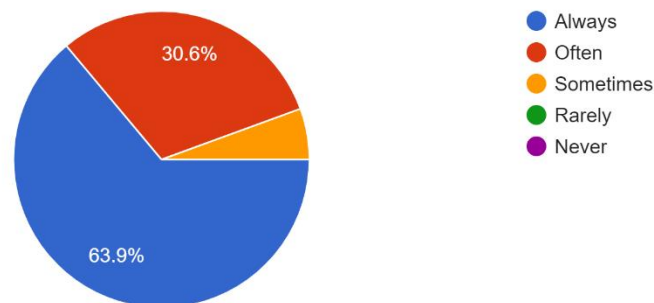


Figure 08

The second chart reflects on the employees' initiative to find solutions, with an overwhelming 94.5% of respondents feeling positively about it. A similar majority (63.9%) report that employees 'always' search for a solution, and a substantial minority (30.6%) note that they 'often' do so. The complete absence of responses in the 'rarely' or 'never' options underscores the bank's effective approach to problem-solving as seen by its customers.

### Employee Willingness to Assist

Are employees always willing to help?  
36 responses

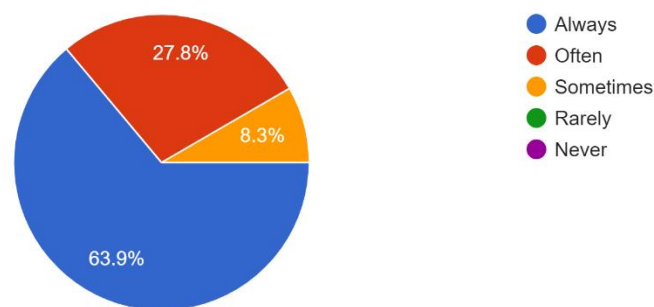


Figure 09

The pie chart addressing the willingness of employees to help shows a strong positive response: 63.9% of customers report that employees are 'always' willing to help, and an additional 27.8% say they 'often' are. This indicates that a substantial majority of the customers, accounting for 91.7%, feel supported by the bank's staff. A smaller segment of 8.3% feels that employees 'sometimes' offer help, suggesting a minor inconsistency that the bank may need to address.

### Employee Problem-Solving Proactivity

Do the employees always search for a solution?  
36 responses

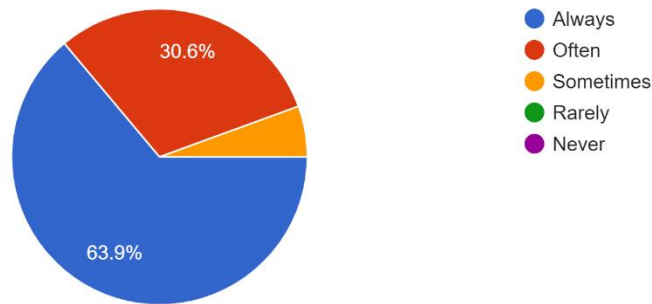


Figure 10

This pie chart evaluates the proactivity of employees in seeking solutions. A majority, 63.9%, of respondents believe that employees 'always' look for a solution, and 30.6% say they 'often' do, totaling 94.5% positive feedback on the bank's problem-solving efforts. This overwhelming majority reflects a proactive stance by bank employees in resolving customer issues. The chart does not show any responses for 'rarely' or 'never', indicating no significant negative feedback in this area.

### Transaction Safety Rating at Shahjalal Bank

Rate your transactions safety with Shahjalal Bank?  
36 responses

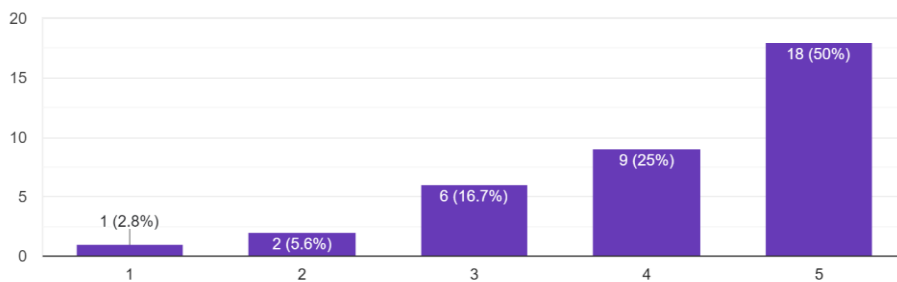


Figure 11

The bar chart provided asks respondents to rate the safety of their transactions with Shahjalal Bank on a scale from 1 to 5, where 1 is the lowest rating and 5 is the highest.

From the 36 responses:

- A majority of 18 respondents, which is 50%, gave the highest rating of 5, indicating they feel very secure about their transactions with the bank.
- 9 respondents (25%) rated the safety of their transactions as 4, suggesting they are generally confident in the transaction safety.
- A smaller number, 6 respondents (16.7%), gave a neutral rating of 3, which may indicate neither strong satisfaction nor dissatisfaction with the transaction safety.
- Very few respondents rated transaction safety as 2 (5.6%) or 1 (2.8%), which are the lowest ratings and suggest some concerns about transaction security.

### Online Banking Usability at Shahjalal Bank

How would you rate the ease of use of Shahjalal Bank's online banking platform?  
36 responses

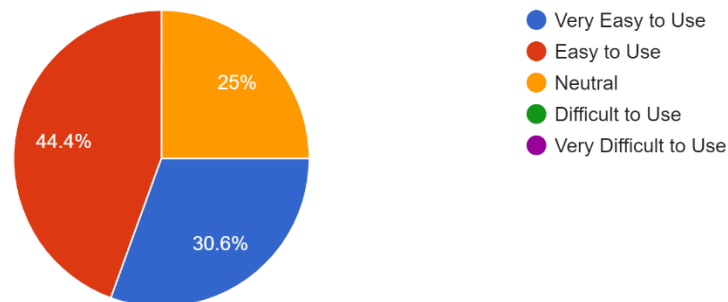


Figure 12

Analyzing the usability of Shahjalal Bank's online banking platform, the data reveals a strong inclination towards user-friendliness: 44.4% of customers deem the platform 'Very Easy to Use', while 30.6% find it 'Easy to Use', totaling 75% who have a positive usability experience. A quarter of respondents (25%) have a neutral perception of the platform's ease of use, pointing towards potential areas for enhancement in user interface design. The absence of negative

feedback suggests that issues with usability are minimal or non-existent among the surveyed customers.

### Customer Satisfaction with Online Banking Services

How satisfied are you with the range of services offered through Shahjalal Bank's online banking?  
36 responses

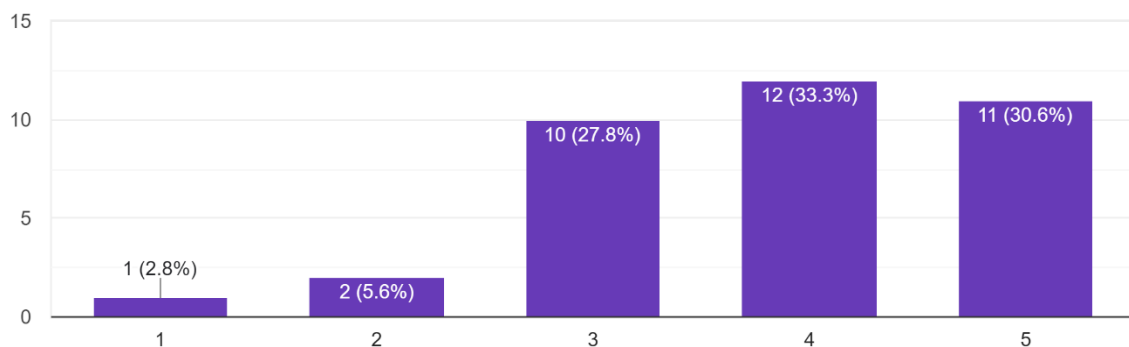


Figure 13

In terms of satisfaction with the online banking services provided by Shahjalal Bank, the majority (33.3%) of respondents express the highest level of satisfaction, giving a rating of '5'. This suggests that the range of services meets the needs and expectations of a significant portion of customers. Another substantial group, at 27.8%, also expresses satisfaction with a rating of '4'. Collectively, these responses indicate that 61.1% of customers are satisfied with the online services offered. On the lower end, a small number of customers rated their satisfaction as '3' (27.8%), indicating neutrality, while very few rated '2' (5.6%) or '1' (2.8%), showing minimal levels of dissatisfaction. This overall positive feedback highlights that most users are content with the variety and scope of online banking services offered by Shahjalal Bank, with a small minority who may require further attention to address their specific service needs or concerns.

### Branch Location Convenience



Does Shahjalal Bank have suitable branch locations?

36 responses

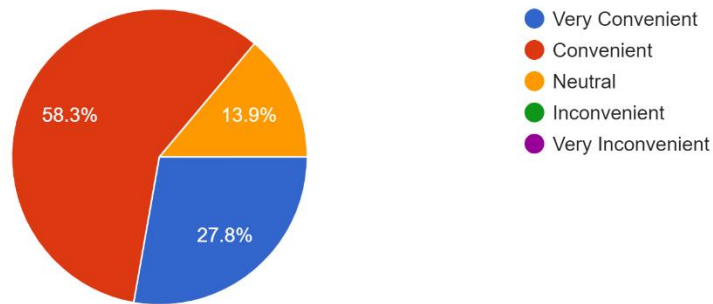


Figure 14

The pie chart concerning the convenience of Shahjalal Bank's branch locations shows that a majority of respondents find the locations favorable. Specifically, 58.3% of customers consider the branch locations to be 'Very Convenient', and an additional 27.8% rate them as 'Convenient'. This indicates that 86.1% of the respondents experience no issues with the locations of the branches. A smaller portion, 13.9%, has a neutral stance on the matter, suggesting that the locations are neither particularly convenient nor inconvenient for them.

### Quality of Bank Services and Facilities

Does Shahjalal Bank provide average bank services and facilities?

36 responses

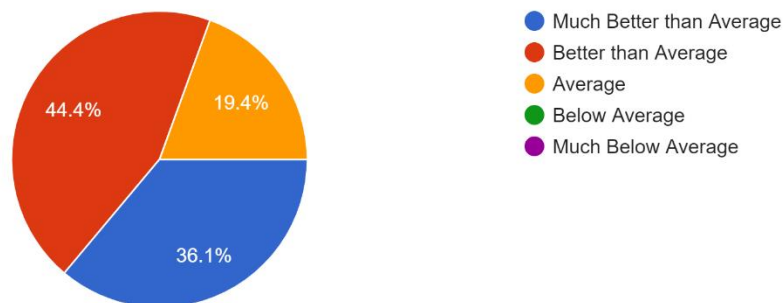


Figure 15

Regarding the quality of services and facilities, the second pie chart reveals that customers generally perceive Shahjalal Bank as providing a high standard of service. A notable 36.1% of respondents rate the bank's services and facilities as 'Better than Average', while 19.4% consider them 'Much Better than Average'. This implies that over half of the customers (55.5%) feel the bank offers services and facilities that are above the median level of expectation. Conversely, 44.4% of respondents view the services and facilities as 'Average', indicating that a significant portion of the customer base perceives the services to be standard compared to other banks. None of the respondents rated the bank's services and facilities as 'Below Average' or 'Much Below Average', suggesting no strong negative perceptions in this area among the surveyed customers.

### 3.3.5 Relationship Management

Developing personalized relationships was important to those who interact regularly with employees. Trusting staff made customers comfortable discussing financial goals. However, others felt anonymous at large branches and preferred more individualized attention. Relationship depth impacted word-of-mouth referrals.

### **Digital Experience**

Convenience drove preference for the online platform among most interviewees. Praise focused on smooth interface navigation and expansive services on-the-go. A few experienced technical glitches, reducing usability satisfaction. Customers expected continuous technological upgrades matching competitors.

### **Branch Facilities**

Accessible locations won appreciation from time-pressed customers. Branches provided a familiar environment for questions. However, longer wait times and limited seating frustrated some infrequent visitors. Clean, modern spaces aligned with premium image expectations.

## **Products and Promotions**

Customized packages catering to diverse financial profiles garnered interest. Reward programs encouraged increased participation and spending. But not all customers learned about available options in time. Targeted communication of new offers tapped different life stages.

### **3.4 Findings of the Study:**

#### **Customer Demographics**

The survey found that Shahjalal Bank's primary customer base consists of young working professionals aged 25-34 who make up over half of respondents. Additionally, a significant portion are students aged 18-24. Respondents were predominantly male at 66.7% compared to 33.3% female. Most customers have full-time jobs or are students, reflecting the ages of primary customers.

#### **Service Quality Perceptions**

Employees received very positive feedback for their problem-solving abilities, with 86.1% agreeing or strongly agreeing they provide suitable solutions. While errors are often or always promptly corrected according to 89.4% of customers, a small proportion note only sporadic correction. Customer service is also highly rated, with over 90% stating staff are usually willing to help and search for solutions proactively.

#### **Digital and Transaction Channels**

The online banking platform is viewed as easy to use by three-quarters of respondents and satisfactory in terms of available services according to 61.1% of customers. Additionally, transaction security elicits strong perceptions, with 75% giving the highest two ratings.

## **Branch Network and Service Standards**

An overwhelming majority of 86.1% find branch locations to be convenient. More than half perceive Shahjalal Bank's overall service quality and facilities to be above average. However, close to 45% consider them average only. Overall, Shahjalal Bank demonstrates clear strengths in employee assistance, responsive problem-solving and positive digital and transaction channels. Minor weaknesses identified include inconsistent error fixing and average perceptions of quality for some. The findings thus provide scope for targeted improvement.

The study conducted a comprehensive assessment of customer satisfaction through surveys and data analysis. A number of important insights were gained regarding satisfaction across various dimensions. In terms of service quality, customers expressed very high satisfaction with employees' problem-solving abilities and dedication to customer support. The majority found that mistakes were addressed promptly. This indicates strong performance in critical frontline interactions. The branch network and digital channels also elicited positive satisfaction responses overall. Most customers rated locations as convenient and online banking as easy to use with satisfactory options. They felt transactions were secure as well. These findings suggest satisfaction of basic customer needs. However, some opportunities for improvement were also uncovered. A minority observed only sporadic corrections of errors, signifying potential lapses. Close to half viewed quality as average, not exceptional. This signals aspects that could be enhanced further.

### **3.5 Recommendation:**

Ensuring uniform, top-notch customer service at all your branches can be achieved through the use of mystery shopping and further employee training. Enhancing internal processes is crucial for ensuring timely problem resolution and delivering superior information technology services. Additionally, you should survey clients who have reported management errors and inquire about the resolution process. To customize branch experiences, communications, and services for various client profiles, it is advisable to regularly conduct surveys to gather more specific feedback. To stay ahead of competitors, invest in innovative technologies with future benefits and continuously enhance digital products based on customer feedback. To enhance customer service and increase foot traffic, consider relocating or establishing new branches in unpopular locations. Attract high-value, unique customers by providing premium service

bundles with additional incentives. To ensure long-term customer loyalty and support, consider hosting relationship-building events, providing targeted incentives, and establishing referral networks. Having a well-structured system to evaluate customer happiness using metrics such as Net Promoter Scores is essential for consistently benchmarking and enhancing customer satisfaction.

## Chapter 4

### 4.1 Limitation:

The internship report for Shahjalal Islamic Bank Limited may not accurately represent the diversity of customers because to the limited sample size of 36 respondents, most of whom are young. The research has a significant problem. Convenience sampling in qualitative research poses a risk of bias that may impact the interpretation of customer satisfaction data. Given the limited three-month timeframe, I may not have had sufficient time to comprehensively assess all factors influencing client satisfaction. Consider these limitations when analyzing the results and drawing inferences regarding consumer satisfaction at SJIBL.

#### 4.1.2 Conclusion:

Shahjalal Bank values its clients' satisfaction greatly. The bank's potential was uncovered using data obtained from both quantitative and qualitative client surveys. Shahjalal Bank excels in digital platforms, branch accessibility, and customer service. The bank's strong foundation indicates its ability to meet all of its clients' requirements. The door was opened. Customer satisfaction was excellent. Stay ahead of competitors by addressing these criticisms.

In order to stay competitive, the bank needs to consistently assess consumer happiness. Consumer profile segmentation and targeting improve experiences. Implementing the recommendations could enhance customer satisfaction and adapt to changing tastes for Shahjalal Bank. To enhance enjoyment, optimize operations, engage with customers, standardize services, and offer a wider range of options. Conventional satisfaction monitoring illustrates the impact. Implementing the proposals could enhance profits, market share, and customer loyalty. Surveys are an effective method for assessing happiness and promoting development. Monitoring and adapting outcomes is essential for ensuring customer satisfaction and business growth in Bangladesh's competitive banking sector. Shahjalal Bank finds happiness when its clients are satisfied.

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## Appendix

### Survey Questions:

#### Shahjalal Bank Customer Satisfaction Survey

##### Reliability:

1. Does the Bank provide services within the time promised?

- Always
- Often
- Sometimes
- Rarely
- Never

2. Do the employees give appropriate solutions to problems?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. Does the Bank correct its errors and mistakes promptly?

- Always
- Often
- Sometimes
- Rarely
- Never

##### Responsiveness:

1. Do the employees give you prompt services?



- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. Are employees always willing to help?

- Always
- Often
- Sometimes
- Rarely
- Never

3. Do the employees always search for a solution?

- Always
- Often
- Sometimes
- Rarely
- Never

Assurance:

1. How is the friendliness & courtesy of the employees?

- Very Friendly
- Friendly
- Neutral
- Unfriendly
- Very Unfriendly

2. Do you feel safe in your transactions with Shahjalal Bank?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Care & Empathy:

1. Does Shahjalal Bank give attention to every individual?

- Always
- Often
- Sometimes
- Rarely
- Never

2. Do the employees of Shahjalal Bank understand your specific needs?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. Does Shahjalal Bank have your best interest at heart?

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Tangibility:

1. Does Shahjalal Bank have visually appealing facilities?
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
  
2. Does Shahjalal Bank have convenient hours of operation?
  - Very Convenient
  - Convenient
  - Neutral
  - Inconvenient
  - Very Inconvenient
  
3. Are the statements easily understood, reliable, and accurate?
  - Always
  - Often
  - Sometimes
  - Rarely
  - Never
  
4. Does Shahjalal Bank use modern equipment and technology to better satisfy your needs?
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree

Additional Analysis:

1. Does Shahjalal Bank have a strong brand name & reputation?
  - Strongly Agree
  - Agree
  - Neutral
  - Disagree
  - Strongly Disagree
  
2. Is the quality of services high that are provided by the personnel?
  - Very High Quality
  - High Quality
  - Neutral
  - Low Quality
  - Very Low Quality
  
3. Does Shahjalal Bank have suitable branch locations?
  - Very Convenient
  - Convenient
  - Neutral
  - Inconvenient
  - Very Inconvenient
  
4. Does Shahjalal Bank provide average bank services and facilities?
  - Much Better than Average
  - Better than Average
  - Average
  - Below Average
  - Best