Report on:-

Tactics for Employee Engagement: Strengthening Motivation and Satisfaction at EXIM Bank of Bangladesh PLC.

Raisa Tasfia Islam

20204038

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

Brac Business School (BBS)

Brac University

October, 2024

Declaration

I hereby declare that

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

Student's Full Name:

Raisa Tasfia Islam

Student ID: 20204038

Supervisor's Full Name:

Ms. Tanzin Khan

Senior Lecturer, Brac Business School (BBS)

Brac University

Letter of Transmittal

Ms. Tanzin Khan
Senior Lecturer
BRAC Business School
BRAC University
Kha 224 Bir Uttam Rafiqul Islam Avenue,
Merul Badda, Dhaka

Subject: Submission of internship report on "Tactics for Employee Engagement: Strengthening Motivation and Satisfaction at EXIM Bank of Bangladesh PLC."

Dear Miss,
This is my pleasure to show my internship report and details regarding the topic, "Tactics for Employee Engagement: Strengthening Motivation and Satisfaction at EXIM Bank of Bangladesh PLC.", which I chose by your direction.

I have tried my best to finish the report with vital information and recommended some approaches that are simple yet will be useful for the company as possible. I trust that the report will meet the desires.

Sincerely,
Raisa Tasfia Islam
20204038
Student
BRAC Business School
BRAC University

Non-Disclosure Agreement

This agreement is made and entered into by and between EXIM Bank of Bangladesh PLC. and Raisa Tasfia Islam, intern from Brac University. The purpose of this agreement is to keep the company's confidential information private, which includes any non-public details shared to its interns.

The intern acknowledges about EXIM Bank of Bangladesh PLC.'s confidential information and agrees not to disclose it to anyone during and after the internship. He/She understands that they may become aware of non-public information about employee management systems, financial statements, accounting practices and personal or private information of the company.

The intern agrees not to share confidential information with anyone else without permission from the company, keep all information secret and use it only for his/her internship report. He/She agrees not to disclose confidential information unless required by law or legal process.

This agreement will be valid during the internship period and will be carried out by the intern from 28th May 2024 till 28th August 2024.

Name of the Intern:-

Raisa Tasfia Islam

Acknowledgement

I would like to express my honest gratitude to Abdullah Al Mashud sir and Masud Rana sir, my supervisors, Md. Monzurul Islam sir, Manager Sir, Monjur Morshed Khan sir, 2nd Sir and all other Officers at EXIM Bank of Bangladesh PLC. (Dhanmondi Branch), for their valuable guidance and assistance throughout my internship. Their knowledge and opinion improved my learning experience with which I can develop my personal and professional life.

Next, I would like to thank my university advisor, Ms. Tanzin Khan, for her support and providing necessary instructions within which I was able to complete this internship. I am grateful to her for providing me with the opportunity to have real work life experience and offering consistent help when needed

This experience has been extremely helpful for me and I deeply appreciate the support and opportunities provided by everyone involved in this internship journey.

Executive Summary

EXIM Bank of Bangladesh PLC. emphasizes on motivation and satisfaction of employees to be engaged in their job by applying tactics, which are a well-designed working environment, interpersonal relationships with colleagues and managers, fairness in giving promotions and providing service benefits. Employees benefit from a well-equipped workplace, managers who are approachable and a structured promotion process that includes written exams and interviews. Service benefits contain gratuity, pension schemes and various leave options.

Employee engagement has led to increased productivity and improved customer service in EXIM Bank of Bangladesh PLC. with high motivation and lower turnover rates. The bank's reward system combines both monetary and non-monetary rewards for keeping employees motivated and satisfied.

Lastly, I recommended for the bank to further improve itself by shifting to annual appraisal instead of conducting it after three years. Then introduce wellness programs for mental health of employees and expand participation of branch employees in CSR activities. In my opinion, these changes could enhance the performance and organizational culture of the bank to keep its employees engaged in their work.

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1.1 Student Information

Name: Raisa Tasfia Islam
Student ID: 20204038
Program: Bachelor of Business Administration (BBA)
Major: Human Resource Management (HRM)
Minor: Marketing

1.2 Internship Information

1.2.1 Period, Company Name, Department & Address

Period: 3 months [28th May 2024 - 28th August 2024]
Company Name: Export Import Bank of Bangladesh PLC. (Dhanmondi Branch)
Department: Investment
Address: Dhanmondi Tower, House No: 4/A, Road No: 16 (new) / 27 (old), Dhanmondi, Dhaka - 1209, Bangladesh

1.2.2 Internship Company Supervisor's Names & Position

Internship Company Supervisor's Names & Position:
Abdullah Al Mashud, Senior Principal Officer & Investment In-Charge
Masud Rana, Executive Officer

1.2.3 Job Scope

During my internship, I was assigned to work in the Investment department in EXIM Bank of Bangladesh PLC. (Dhanmondi Branch) instead of being appointed in the Human Resource

Department in the bank’s head office situated in Gulshan, although I did my major in Human Resource Management (HRM) and minor in Marketing. The Foreign Exchange is a part of the Investment department in this bank, whichever branch it is and does not have its own department. Owners or managers of different businesses and also people who need money for their personal use, submit investment proposals to the bank. Later on, if they meet all the criteria required for the bank to invest in its customers, an approval will be given by the branch manager. Clients must complete all the legal document forms which are necessary. These legal documents are known as Charge Documents or Office Notes of the Investment Department, which are a need in Islamic Shariah based banking. I was given the responsibility for filling out those Charge Document forms. The charge document contains demand promissory notes, purchase schedules, Investment agreements and agreements for engaging customers as buying agents.

Despite being appointed in the Investment department, I also assisted employees in the General Banking department. I was given the task to fill up the manual bank account forms after customers' information was collected, inputted and authorized into computers by officers of the bank. This reduced bank officers' workload and double checking of information. Customers need to provide some important documents for opening bank accounts, whether they are opening personal accounts, institutional accounts or deposit accounts. The documents include photocopies of National ID cards and passport size photos of both account holders and their nominees, utility and source of income documents and visiting cards for business owners and job people. Additional documents may be required too, such as, partnership deed, trade license and TIN certificates. I also assisted with other basic tasks such as passing and stacking certain documents, files, information papers and newly arrived check books for new bank account openers and helped customers by filling up their deposit slips when they come to the bank for paying deposits.

However, I did not get the chance to work in the Cash department like the General Banking Department because of privacy and security issues. Still, my report is all about how employee engagement leads to motivation and satisfaction in EXIM Bank of Bangladesh PLC., mainly in the Dhanmondi Branch as I completed my major on HRM.

1.3 Internship Outcomes

1.3.1 Benefits The Company Received From The Intern

As an intern in EXIM Bank of Bangladesh PLC. (Dhanmondi Branch), my main responsibility was to assist my supervisors and other officers in the bank to reduce their workloads. Officers are required to put customers' information in both computers and manual forms when they open any bank accounts. Therefore, officers input and authorize bank accounts after collecting customers' information and interns fill up their manual bank account forms after that. In this way, some of the workload of officers decreases and leads to double checking of customers' information when opening bank accounts. I also helped officers in printing or photocopying any important papers and passed out documents or files required by officers when they were busy dealing with customers.

1.3.2 Benefits Received As An Intern

In the Investment Department, I learned that customers are given investment facilities in place of loans due to Islamic Shariah banking policies. In Islamic Shariah banking and other financial institutions, the term "Investment" is used in place of "loans". In Islamic banking investment process, the bank is the investor and does not give money directly to its customers. Instead, the bank purchases goods for its customers. Majority of the time, they hire a buying agent, who can be customers themselves, for buying goods and this is how money is given to customers. As officers of the bank have their own work to do and do not have the time to go out, customers buy goods for themselves after being the buying agent. When the time comes for returning money to the bank, a profit rate is taken from customers by the bank. Whereas, in conventional banks, the bank just provides money to its customers they want to take for their own reasons and charge interest rates for lending money. In Foreign Trade, I learned about the issuing of Letter of Credits (LC) to import and export businesses. It is an agreement by a buyer's bank, indicating that if the seller sticks on the terms and conditions, the bank will ensure payment in the manner described therein.

In the general banking departments, I learned about all the requirements needed for opening personal, institutional and deposit bank accounts for customers. Here, I came to know about how the officers help customers for transferring money from one bank to another through Real Time Gross Settlement (RTGS) and Bangladesh Electronic Funds Transfer Network (BEFTN). Both are same for transferring money, the only difference is that RTGS is direct bank to bank transfer of money within 27 seconds and charges an additional fee. Whereas, BEFTN involves Bangladesh Bank between two banks when transferring money and takes 24 hours to transfer money and there are no additional charges. The other tasks that I learned about the general banking department are: inward and outward of money, receiving foreign remittances, dealing with anti-money laundering related activities, issuing check and deposit vouchers, maintaining lockers, settlement of lost deposit vouchers and deceased bank accounts and writing reports of cash transactions and suspicious transactions to Bangladesh Bank.

Although, I did not get the chance to work in the Cash department because of privacy and security issues, yet I came to know what kind of works are performed in this department. Here, the officers deal with deposits, withdrawals and safeguarding money inside vaults. Other works include: recording and counting of money transactions on a daily basis for accuracy, detecting and preventing fraudulent use of money, reconciliation of money with financial statements, managing vault reserves and ATM machines for enough liquidity and sending local remittances to outside countries.

1.3.3 Difficulties Faced During The Internship Period

The difficulties that I faced during my internship period in EXIM Bank of Bangladesh PLC. (Dhanmondi Branch) are: there are no designated workspaces for interns in the bank, which cause problems during busy working hours. I had to do all my work by sitting on customers chairs which are in front of my supervisors and other officers' tables. Mostly, during busy office hours when there are many customers coming to the bank, they struggle to find a seat as interns are also occupying chairs to do their work. For customers, interns had to stop doing their work for sometime and needed to give up their seats to them because obviously, customers come first and officers are required to provide them their utmost services.

The next problem I faced in the bank is: the officers were busy the majority of time with their own job responsibilities as the banking industry is very competitive. For this reason, I could not get detailed information from officers to write in my report. Specifically, my report is about how employee engagement tactics strengthen employees' motivation and satisfaction for which the officers of Dhanmondi Branch did not get any extra time beside their work for providing information to me the way I wanted. If my report was about the work related to officers' job responsibilities, they could have easily provided me with all the information even if they were busy with their work.

1.3.4 Recommendations

The officers, including the Branch Manager and Second Branch manager of EXIM Bank of Bangladesh PLC. (Dhanmondi Branch) were encouraging, supportive and cooperative. Whenever, even in busy working schedules, officers were willing to take time and listen to my questions regarding the bank and its works which were needed for writing my report and for my own understanding of the responsibilities that I performed as an intern. Therefore, I recommend students who will be doing an internship course to do their internship here only because of its officers, who behave and treat their interns well. Yet, in my opinion, the bank needs to improve in certain areas in order to attract interns in EXIM Bank of Bangladesh PLC.

1. To let interns work in their appointed departments:

If any intern is appointed in a particular department, they should be working in that specific department rather than working for all departments. It is not sufficient for any interns to work and gather knowledge on what and how each department works in just 3 months. This way interns would understand better and appreciate the work done in each department. Interns are not allowed to perform the task in the Investment department for which interns are rarely appointed in this department. Coincidentally, I got the chance to work in the Investment department but could not experience the actual works that are done by the officers except for watching them do their work. I just filled out the Charge Documents needed for Investment procedures. Still, I got the opportunity to at least learn, but not work in it, about Letter of Credits (LC) that is widely used in businesses of Bangladesh, especially in Export and Import businesses. I realized that I have spent my time and worked more in the General Banking department than the Investment department because of filling up so many customers' bank account opening forms and learning about other works that are done in this department.

2. Specific workplace made for interns:

It would be helpful if there are specific workspaces made just for interns so that they are not seated and working in customers' seats, which are all in front of each and every officer. In this way, interns will not be required to stop doing their work and will not be slowed down when customers come for service from officers of EXIM Bank of Bangladesh PLC.

Chapter 2: Organization Part

2.1 Overview Of The Company

2.1.1 History Of EXIM Bank Of Bangladesh PLC.

The Export Import Bank of Bangladesh PLC. was established by Late Mr. Shahjahan Kabir in 1999. Kabir promoted socio-economic development through industrialisation, women empowerment, foreign trade, infrastructural development, income generation and career growth of people in Bangladesh.

After the death of the founder, Nazrul Islam Mazumder, a well-known businessman and founder of the Bangladesh Association of Banks (BAB), became the chairman. This led BAB to address banking sector problems effectively and create policy guidelines.

The bank was established on 3 August 1999 and was known as Bengal Export Import Bank Ltd. at the beginning. It was later renamed as Export Import Bank of Bangladesh Ltd. led by Alamgir Kabir and Mohammad Lakiotullah. The bank changed to Shariah Based Islamic Banking in July 2004 under Lakiotullah's leadership.

Kazi Masihur Rahman became the managing director of the bank in 2006. He changed the state of the bank's centralization platform with TEMENOS T24 and implemented alternate delivery services like ATMs and SMS banking.

A seasoned banker named Mr Fariduddin Ahmed joined EXIM Bank of Bangladesh PLC. on 25 August 2011 as managing director and later served as advisor from 27 July 2012.

In July 2012, an Islamic Banking scholar, named Dr. Mohammed Haider Ali Miah, became the first managing director of EXIM Bank of Bangladesh PLC. The bank achieved excellence in

performance and gained confidence in providing honest and flexible banking services under Miah's leadership. He retired on 15 September 2022, after a decade of success.
Mohammad Feroz Hossain, a foreign trade expert, has succeeded Mohammed Haiden Ali Miah as Managing director and CEO of the bank. He is now focusing on improving the job process, service delivery and asset and deposit management for better customer experience and sustainability. Recently, the bank has gone public and renamed it as Export Import Bank of Bangladesh PLC. on 15 May 2024.

2.1.2 Vision Statement Of EXIM Bank Of Bangladesh PLC.

"Together Towards Tomorrow"

EXIM Bank of Bangladesh PLC. aims for growth and progress through service excellence by following the Islamic Shariah of Banking. The bank is always working towards creating a technology driven and modern banking system that includes Islamic values, focusing on strategic planning and continuous improvement for operational success.

2.1.3 Mission Statements Of EXIM Bank Of Bangladesh PLC.

- To fully utilize the Islamic Banking system
- Provide quality financial services
- Maintain a technology based professional banking environment
- Uphold corporate ethics and transparency
- Ensure sustainable growth
- Fulfill corporate social responsibility
- Contribute to the national economy

2.1.4 Slogan Of EXIM Bank Of Bangladesh PLC.

"চিন্তায়, কর্মে ও আচরণে সততাই প্রকৃত সততা"

English Translation:- " Integrity in Thought, Action and Conduct is True Honesty"

The sincere honesty of EXIM Bank of Bangladesh PLC. comes from maintaining ethical principles and the banks, its management, employees and customers being truthful in their thoughts, actions and behavior.

2.1.5 Nature Of EXIM Bank Of Bangladesh PLC.

EXIM Bank of Bangladesh PLC. is an Islamic Shariah Bank that operates on the basis of Islamic Laws and follows a profit sharing concept. This ensures that both the bank and its customers share risks which promotes fairness, unlike conventional banks. To prevent money laundering, agreements must be funded with real goods and investments must be made on those goods which are not forbidden by the Islamic Shariah or Law. Taking and giving interest from and to customers are strictly prohibited in Islamic Shariah or Law for which profit sharing method is used in this banking system.

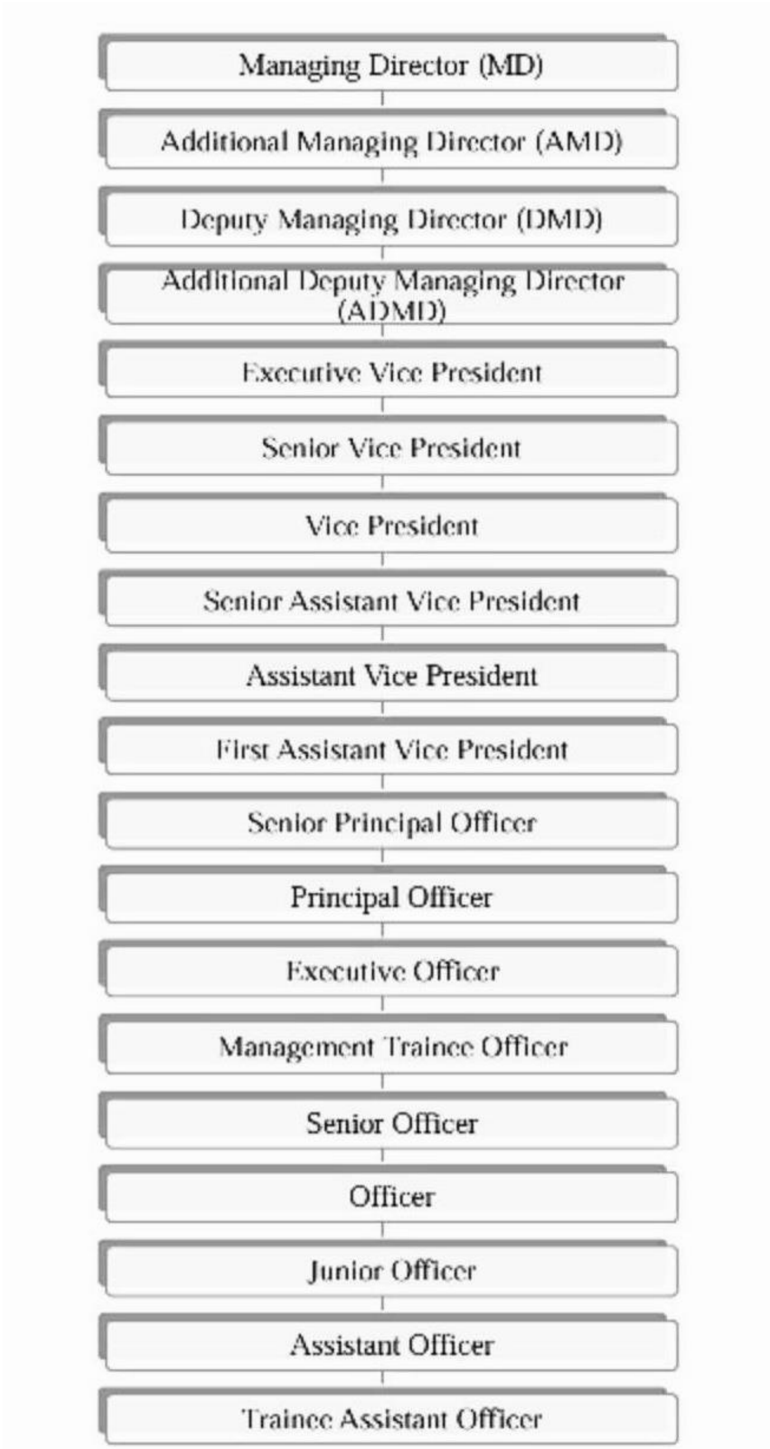
2.1.6 Prime Operational Area Of EXIM Bank Of Bangladesh PLC.

EXIM Bank of Bangladesh PLC. is a shariah based modern Islami bank and it offers corporate and large investment to cottage, micro, small and medium enterprises (CMSME) and agricultural sectors with 118 branches in Bangladesh. The bank has a dedicated women entrepreneurship development unit, a strong sustainable finance committee and risk management committee to comply with Bangladesh Bank's formalities. It has achieved significant results in CMSME and agricultural sectors, as well as industrial investments to increase large projects and industrial developments. The bank has also invested heavily in the ready-made garments industry which is a crucial part of the economy, hoping to achieve realistic and fruitful results.

2.1.7 Corporate Culture Of EXIM Bank Of Bangladesh PLC.

EXIM Bank of Bangladesh PLC.'s culture values relationships between employees and customers, encouraging loyalty. The bank improves organizational performance and creates a harmonious working environment by recognizing and making use of existing talented employees. This culture promotes shared goals and effective human resource management.

2.1.8 Hierarchy Structure Of EXIM Bank Of Bangladesh PLC.



2.1.9 Hierarchy Structure Of EXIM Bank Of Bangladesh PLC. (Dhanmondi Branch)

1. Senior Vice President & Branch Manager
2. Senior Assistant Vice President & 2nd Sir

3. Investment Department

- Senior Principal Officer & Investment In-Charge
- Executive Officer

4. Cash Department

- Executive Officer & Cash In-Charge
- Junior Officer
- Assistant Officer
- Trainee Assistant Officer

5. General Banking Department

- Principal Officer & General Banking In-Charge
- Executive Officer
- Officer
- Junior Officer
- Junior Officer
- Assistant Officer
- Assistant Officer

2.1.10 Awards & Achievements Of EXIM Bank Of Bangladesh PLC.

EXIM Bank of Bangladesh PLC. is giving high standard services to its customers, focusing on quality management, continuous improvement, excellence in services and corporate social responsibilities (CSR). This dedication has earned the bank numerous national and international awards, displaying its exceptional performance. The awards are as follows:-

- ICMAB Best Corporate Award 2013
- International "BIZZ Award -2013
- International Diamond Prize for Excellence in Quality award
- World Finance award

EXIM Bank of Bangladesh PLC. is the first private sector bank that opened an exchange house in the United Kingdom (UK). It implemented TEMENOS T24’s core banking software and changed from conventional banking to Shariah based Islamic banking.

2.1.11 Corporate Social Activities Of EXIM Bank of Bangladesh PLC.

EXIM Bank of Bangladesh PLC. allocates 2% of its yearly profit for doing corporate social activities, such as:-

1. Healthcare services

EXIM Bank of Bangladesh PLC. has set up a hospital at 840 Kazi Para, Rokeya Sarani, Mirpur, Dhaka - 1216. The hospital is currently undergoing full decoration, with a doctor serving as the resident director. Other doctors and staff are being selected through recruitment notices published in national dailies and will be appointed once the hospital's decoration is complete.

2. Scholarship program for brilliant poor students

The EXIM Bank of Bangladesh PLC. the scholarship program was launched in 2006 and provides a fixed payment package for poor meritorious students in Dhaka city. The program enrolled 1000 students from around 150 institutions in December 2008, covering their entire educational fees. The students need to have certain eligibility criteria, such as satisfactory academic results, not having involvement in student politics and financial insolvency. TK 19.3 million has been disbursed under this program as of now.

3. Education Promotion Scheme

The Education Promotion Scheme provides investment without profit to poor meritorious students to cover monthly educational expenses, including academies, food and accommodation. The quad is disbursed in monthly installments until students achieve a master's degree. Students must pay the principal amount in long term installments after securing a job. TK 19.7 million was sanctioned to around 188 students in December 2008 from reputable institutions.

4. Helping people affected by natural calamities

The bank is implementing a welfare program to provide money and kind relief to flood, fire or cyclone victims and cold-stricken people as a part of its CSR activities. The bank is aiming to help these groups overcome their provisional handicap and contribute to socio economic growth.

5. Helping people in slum areas

Fires in slum areas can cause significant damage and leave affected individuals helpless. EXIM Bank of Bangladesh PLC. assists victims in overcoming these challenges and returning to normal life.

6. Donation to educational institutions to setup computer lab

The bank has donated two computer labs to Dhaka University and Chittagong University to equip students with ICT knowledge, preparing them for the challenges of information society.

7. Beautification of Dhaka City

EXIM Bank of Bangladesh PLC. has been actively involved in beautifying Dhaka city corporation since 2005, collaborating with the government to create a modern city with adequate urban amenities.

2.2 Management Practices Of EXIM Bank Of Bangladesh PLC.

2.2.1 Leadership Style

EXIM Bank of Bangladesh PLC. uses the Participative Leadership Style which includes employees in important decision making processes. This leadership style promotes employee participation in the decision making process, boosts their morale and builds a cooperative working environment.

Branch Managers and 2nd Sirs ask for officers to share their ideas and opinions before finalizing any decisions taken by the Head Office's upper management. Participative Leadership Style enhances the decision making process in the bank because diverse ideas and opinions from employees lead to more informed and effective decisions to be taken into action. Employees feel valued by this style of leadership which increases their motivation and satisfaction, hence making them engaged towards their work. Being engaged makes them creative, innovative and continuously improving themselves. The bank values the opinions and ideas of its employees as well as asking for their feedback regardless of their positions. In this way, EXIM Bank of Bangladesh PLC. enables itself in getting creative ideas and opinions.
Open and transparent communication is highly valued in EXIM Bank of Bangladesh PLC. Employees' knowledge, skills and abilities are assured for bringing engagement towards their work via regular meetings. When employees are given the opportunity to express their ideas and opinions in the decision making process, their motivation and job satisfaction rises.

As a result, Participative Leadership Style helps EXIM Bank of Bangladesh PLC. in achieving its goals and objectives, leading to improved outcomes and being able to make employees accept changes whenever it is necessary. Employees' performances are improved and turnover rates are lowered by this leadership style which led to the development of a suitable workplace environment.

2.2.2 Recruitment & Selection Process

In order to bring qualified candidates who will understand the bank's rules and objectives, EXIM Bank of Bangladesh PLC. holds an organized recruitment and selection process. The recruitment and selection process in the bank is done by taking written exams and interviews or viva of candidates.

At first, candidates are required to attend the written exam which is covered in different aspects of banking and finance related topics. Candidates must be well prepared for giving the exam for which they must study the topics that are given by the bank when they have applied to work here. Written exam helps candidates to identify their knowledge, skills and abilities in areas related to the banking industry of Bangladesh.

Next, the candidates who have passed the written exam will be called for an interview or a viva to test their soft skills such as, communication and presentation skills, practical skills related to banking and finance and whether candidates will be able to fit themselves with the bank's culture or not.

Finally, after passing the interview or viva, the candidates will be selected for joining and working in the bank and will start as being the "Trainee Assistant Officer". EXIM Bank of Bangladesh PLC. uses this recruitment and selection process for choosing the most qualified candidates who are compatible with the bank's goals.

2.2.3 Compensation System

The compensation system is kept confidential and will not be revealed to anyone, even someone doing an internship in EXIM Bank of Bangladesh PLC. The only things that are known is the compensation system is made and followed according to the Bangladesh Labour Law and Act. It aims to offer salaries to employees, which is above the minimum wage, for maintaining and keeping employees. They receive a basic pay, which are salaries, with which employees are able to fulfill their own requirements and guaranteeing a fair payment and acceptance.

Other things that are known about compensation system of EXIM Bank of Bangladesh PLC. are that employees are given increments and incentives in addition to their basic pay. These are given in line with their outstanding performance, contribution and achievements for the bank and for themselves. This allows a growth in employees' salaries over time and leads to motivation and satisfaction. Mainly, salary increases as bank officers' position increases.

Festival bonuses are is also given to employees of the bank during Eid-Ul-Fitr, Eid-Ul-Adha and Bengali New Year for aiding their celebration and also for employees to be always motivated for performing at their best, are loyal and satisfied with their job.

2.2.4 Training & Development Programs

EXIM Bank of Bangladesh PLC.'s training and development program focuses on enhancing employees' knowledge, skills and abilities in important areas of work. The bank provides in-house training in its head office and also encourages employees to participate in external training programs for their continuous professional growth. It puts a great emphasis on training and developing its employees for strengthening their knowledge and skills especially in areas that are needed in the banking industry.

The foreign exchange training program covers about exchange rate mechanisms, international trade finance, risk management, compliance and regulatory requirements. This gives employees a better understanding of foreign exchange activities which in turn will rise employees' potential for handling international trade financing.

Information Technology (IT) training focuses on banking software, digital banking services and how to use technology in banking operations. Employees who receive this training will be ensured to remain updated on banking technologies and finance technologies, which are necessary for smooth operations of the bank in this digitalized world.

Cyber security training makes employees learn about data protection, detecting threats and safeguarding customers' information and the bank's own privacy. This teachers employees about mitigating risks and protection of private information because of the growing importance of cybersecurity.

Lastly, customer service quality training enhances employees' communication skills. Employees who are trained in providing quality services to their customers are able to figure out the value of customers' satisfaction, hence benefiting the overall customer service quality of EXIM Bank of Bangladesh PLC.

2.2.5 Performance Appraisal System

The performance appraisal of employees is done by Branch Managers' and 2nd Sirs' observations of their employees' performance every three years for evaluating employees' performances effectively. They do this by observing the enthusiasm level of employees when they are given any particular tasks to complete and whether they are successfully doing and completing their work on time or not. Performance of employees are evaluated by using well defined measures, for example:- reaching employees personal goals and objectives and following company's values and principles.

Branch Managers and 2nd Sirs also observe if the employees, who are known as officers in the bank, have any leadership skills or not to check if they are capable of leading any particular branch of EXIM Bank of Bangladesh PLC. someday, by giving them promotions. Employees receive beneficial feedback from Branch Managers and 2nd Sirs which enable them to see where they can develop and need improvement. Promotion plans for employees are made after the appraisal with an emphasis on their career development and correcting skill shortages.

2.3 Marketing Practices Of EXIM Bank Of Bangladesh PLC.

2.3.1 Market Positioning

EXIM Bank of Bangladesh PLC. has set itself as one of the notable private sector banks in Bangladesh and offers specialized services in export and import financing, banking services for all kinds of businesses, international banking, one on one customer service and unique banking solutions.

The market position of EXIM Bank of Bangladesh PLC. is customer centric and focuses on trade financing for businesses especially inclined with imports and exports. It has a goal and is committed to improve Bangladesh's economic conditions through trading activities. The bank also provides banking services that set itself apart from other banks or its competitors. EXIM Bank of Bangladesh PLC. invests in modern banking and financial technologies for a better customer experience.

2.3.2 Target Customers

The target customers of EXIM Bank of Bangladesh PLC. are cottage, small, medium and large businesses of both private and public sector, also agricultural sector businesses. The bank also has individual customers, who are professionals, homemakers, children and people from rural areas too.

The main target market of the bank is importers and exporters and the core customer base of this bank are the businesses that engage in normal and international trade. They are provided with various services and financial support and advice from the bank. EXIM Bank of Bangladesh PLC. also targets government and public institutions that are involved in trade related activities and need special customized services from the bank.

The next target market of EXIM Bank of Bangladesh PLC. are retailers and individuals and for start-up businesses and entrepreneurs. The bank is mainly focused on businesses but also caters to individual needs like individual customer savings money, lending, etc. New businesses are also encouraged by the bank to expand and grow their businesses by providing them financial support.

2.3.3 Marketing Channels, Advertising & Promotion

As it is now the generation of digitalization, EXIM Bank of Bangladesh PLC. has its own official website for its customers. The website contains information about the bank’s background, the services it offers, etc. Marketing channels of the bank are also widely spread because they have branches across Bangladesh which provides easier access for customers. EXIM Bank of Bangladesh PLC. also has digital platforms, such as social media and online banking which led to a more easier presence in the eyes of customers. This can also help to promote the bank through social media.

EXIM Bank of Bangladesh PLC. is actively present in its social media platforms, such as Facebook, Instagram, X, LinkedIn, Youtube, etc. for reaching out to its customers through advertisements, promotions and engaging social media contents and videos. Digital marketing assists the bank to use social media as a means of advertising methods to promote itself which can lead to customers gaining knowledge, also attracted towards the bank. The advertisement consists of letting customers know about financing and services related to these.

EXIM Bank of Bangladesh PLC. still does its advertisement and promotion on newspapers, business and lifestyle magazines and billboards to capture customers attention for increasing its presence and awareness. The bank uses a few advertising and promotional methods like the traditional advertising method, which includes newspapers, magazines known as the print media. Also billboards and outdoor advertising methods like digital ad billboards, regular billboards, hanging mini or huge posters outside shopping malls and other locations with a huge population, etc. are also very effective and are used by the bank.

EXIM Bank of Bangladesh PLC. also engages in community programs. The bank sponsors local events and enhances its reputation and is letting people know about its deeds which strengthened relationships with customers. The bank also conducts seminars and workshops where they invite businesses that engage with trading and want to be experts in this field.

2.3.4 Branding Activities

EXIM Bank of Bangladesh PLC. has also been a sponsor of various business conferences and community events for boosting its brand awareness and recognition. The bank has a logo which shows that it is committed to trade and has a slogan which relates with trust, growth, support and reliability. EXIM Bank of Bangladesh PLC. also engages with CSR activities which are taking an active and positive role in the society and not only care about the company itself and its profits. This further solidified the reputation of the bank as now it is also seen as a socially responsible bank for the betterment of Bangladesh, its society and its people.

Moreover, EXIM Bank of Bangladesh PLC. is always trying its best to provide high quality services to its customers for a strong and positive reputation. The bank’s brand messaging informs that it is dedicated to understanding and meeting its customers’ needs, and gaining trust and loyalty from customers. EXIM Bank of Bangladesh PLC. also takes care of its reputation by seeking constant feedback from customers. This involves asking about the bank’s employees' service quality and delivery, etc., is able to quickly fix any negative judgment and keeps a positive public image.

EXIM Bank of Bangladesh PLC. highlighted that one of its roles is to increase trade opportunities for businesses. The bank’s persistent commitment to their work has allowed itself to establish a strong brand image in Bangladesh by facilitating increased trade and supporting its identity.

2.4 Financial Performance Of EXIM Bank Of Bangladesh PLC.

Amount in crore BDT

Sl.	Particulars	2019	2020	2021	2022	2023
1	Authorized Capital	2000.00	2000.00	2000.00	2000.00	2000.00
2	Paid-up Capital	1412.25	1412.25	1447.56	1447.56	1447.56
3	Statutory Reserve Fund	1070.60	1176.01	1251.95	1374.34	1447.56
4	Deposits	35581.65	39530.83	42170.60	42704.41	44795.10
5	Investment (General)	34328.74	39291.97	42820.49	45254.78	47188.02
6	Investment (Shares & Securities Exclu. Subsidiaries)	4208.96	3886.85	4132.30	3320.63	4923.72
7	Foreign Exchange Business	**37791.07**	**34442.90**	**49787.93**	**53290.68**	**46189.38**
	a) Import Business	20080.15	17782.52	28009.30	25013.78	21954.14
	b) Export Business	17065.26	16129.02	21197.45	27649.82	23531.81
	c) Remittance	645.66	531.36	581.18	627.08	703.43
8	Operating Profit	691.99	631.36	564.36	676.13	736.73
9	Investment as % of total Deposit	* 89.55%	* 91.14%	* 88.02%	* 95.47%	* 95.85%
10	No. of Foreign Correspondent	396	386	389	392	401
11	Number of Employees	2956	2910	3235	3351	3230
12	Number of Branches	130	131	140	147	151
13	Return on Assets after tax	0.61%	0.61%	0.37%	0.66%	0.58%
14	Return on Equity (ROE)	8.48%	9.33%	6.17%	11.41%	10.08%

EXIM Bank of Bangladesh PLC. has experienced remarkable growth in deposits, investments and profitability in the last five years, from 2019 to 2023, by maintaining a stable capital and expanding its branches. Still, the bank faced fluctuations in foreign exchange, its return ratios is unpredictable and it is facing a dynamic business environment.

2.4.1 Authorized Capital, Paid Up Capital & Statutory Reserve Fund

The authorized capital is stable from 2019 till 2023 at the amount of TK 2000 million. The paid up capital increased from TK 1412.25 million in 2019 to TK 1447.56 million in 2023. This increase states a secure basis for the bank to expand and absorbs risks. The Statutory Reserve Fund continuously rose from TK 1070.60 million in 2019 to TK 1447.56 million in 2023. This is showing EXIM Bank of Bangladesh PLC. is carefully managing its finances and concentrating on building a strong financial stability.

2.4.2 Deposits & Investments

Deposit grew from TK 35581.65 million in 2019 to TK 44795.10 million in 2023, implying the bank's ability to attract and maintain customers' money. General investment also grew from TK 34328.74 million in 2019 to TK 47188.02 million in 2023, revealing the functional strategy of the bank. Investment in Shares & Securities without Subsidiaries fluctuated a lot, still the bank managed to achieve TK 4923.72 million in 2023 compared to 2019, which was TK 4208.96 million.

2.4.3 Foreign Exchange Business

The bank's foreign exchange business dropped from TK 37791.07 million in 2019 to TK 34442.90 million in 2020. Later, it increased to TK 53290.68 million in 2022, however, again the value decreased to TK 46189.38 million in 2023. This fluctuation displayed the bank's response to changes in international trade circumstances. Import business declined from TK 20080.15 million in 2023, with ups and downs between these years. Export business rose from TK 17065.26 million in 2019 to TK 23531.81 million in 2023, after 2022. Remittances progressed from TK 645.66 million in 2019 to TK 703.43 million in 2023.

2.4.4 Profitability

Despite some fluctuations between 2019 and 2023, the operating profit rose to TK 736.73 million in 2023 from TK 691.99 million in 2019. The return on asset (ROA) showed changes in overall asset efficiency with a percentage of 0.66% in 2022, which was low in 2021 with a percentage of 0.37%. The return on equity (ROE) showed how the bank had a strong return which, unfortunately, declined in the recent year, from 11.41% in 2022 to 10.08% in 2023.

2.4.5. Number of Employees, Branches & Foreign Correspondents

The number of foreign correspondents increased from 396 in 2019 to 401 in 2023 because the bank expanded its international banking relationships. Due to changes in the workforce because of operational needs, the number of employees decreased from 3351 in 2022 to 3230 in 2023.

Yet, the number of branches steadily expanded all over Bangladesh from 130 in 2019 to 151 in 2023.

2.4.6 Investment as a Percentage of Total Deposit

The bank's particular section's deposit is used for investment because the "Investment as a Percentage of Total Deposit" is high from 88.02% in 2019 to 95.85% in 2023. This result is indicating a strong focus on achieving returns from investment.

2.5 Accounting Practices Of EXIM Bank Of Bangladesh PLC.

2.5.1 Core Accounting Principal

EXIM Bank of Bangladesh PLC. follows the International Accounting Principle (IAS) 39 as its core accounting principle. This includes investments, derivatives and measures those two at a fair value or pay off cost.

IAS39 controls financial instruments with recognition and measurements. Financial assets are also classified into parts like held-to-maturity, available for sale and fair value of profit or loss. Measurements depend on classification and the financial instruments are recognized by fair value. IAS39 requires banks to give financial impairment. If evidence comes that an asset is impaired, the bank should recognize it and put it as a loss in impairment in the income statement account.

2.5.2 Method of Accounting

The method of accounting for the bank is the accrual basis. The accrual basis of accounting includes revenues and expenses which occurs during operations of the bank. This provides an accurate financial performance and position of EXIM Bank of Bangladesh PLC.

Revenues are identified when it is earned, not when the cash is received. Such as, interest income will be accrued as it will be earned over the investment period. On the other hand, expenses will be recognized when it is incurred and then align them with revenue that is generated. This helps in a more accurate financial position of the bank.

2.5.3 The Accounting Cycle

The financial reporting period of EXIM Bank of Bangladesh PLC. starts from January 1st and ends on 31st December because the bank works according to the calendar year of the accounting cycle and follows a systematic process.

First, the bank will analyze each financial transaction which impacts the effects on the financial statement and then these are recorded on journal entries. Next, those transactions are posted on a general ledger and categorized in different accounts. Trial balance is made to verify total debit and credit at the end of each month. Later, adjustments are made for prepaid and accrued expenses, etc from which the bank prepares financial statements, income statement, cash flow statement at the end of December. Finally, small accounts and temporary accounts are closed and made into retained earnings for the new year.

2.5.4 Depreciation Method

EXIM Bank of Bangladesh PLC. uses the diminishing balance method of depreciation. This method calculates depreciation based on an asset's remaining book value which decreases over time.

The bank uses this depreciation method to calculate its fixed assets. This method shows higher expense value in early years and is more realistic as assets lose their value more quickly and gradually. The calculation is done by fixing percentage of the book value at the beginning of each year and results in decreasing expenses overtime.

2.5.5 Accounting Disclosures

EXIM Bank of Bangladesh PLC. submits its financial reports after every three months on a quarterly basis for its accounting disclosure. The bank gives detailed and updated information and calculations on its financial performances and positions. Also, this quarterly report gives transparency and lets stakeholders know about EXIM Bank of Bangladesh PLC. financial position.

The quarterly report includes income statement, balance sheet and cash flow statements which contains the ongoing situation of the bank's performance. It also includes accounts policies, guesses and important days which influence and affect the bank's financial state.

2.6 Operations Management Of EXIM Bank Of Bangladesh PLC.

2.6.1 Service Quality Management

EXIM Bank of Bangladesh PLC. ensures that its banking services meet its customers' expectations. The bank observes whether its customers are satisfied or not, the managers listens if customers have any complaints regarding their employees when providing services, managing and improving those complaints. Effective service quality management helps the bank to keep its customers and maintain the bank's reputation.

The bank prioritizes on meeting customer needs from their feedback, interacting with customers directly and asking questions about whether employees are able to provide services to them properly or not. EXIM Bank of Bangladesh PLC. implements standard operating procedures because it helps to maintain accuracy and reduces mistakes which improves customer satisfaction across all of its branches.
EXIM Bank of Bangladesh PLC. lets their employees participate in training and development programs to guarantee customers that they have employees who possess the necessary knowledge and skills for delivering quality customer services. The bank puts a lot of emphasis on providing high service quality for customer satisfaction and loyalty.

2.6.2 Scheduling

EXIM Bank of Bangladesh PLC. operations depend on effective scheduling for maintaining a timely resource allocation and delivering services. The bank efficiently allocates its employees and resources for meeting customer demands during busy times. EXIM Bank of Bangladesh PLC. makes sure that employees deliver investments, customer support and many other banking services timely for overall operational efficiency.

The bank uses a scheduling method for controlling branch employees in line with times of intense customer demands. In particularly busy situations, EXIM Bank of Bangladesh PLC. requires customers to make appointments before coming to the bank for getting services, such as getting investments for increasing customer service effectiveness. EXIM Bank of Bangladesh PLC. uses operational approaches for assigning work and employees for confirming tasks for instance, launch of new banking services, upgrading systems, etc. on time.

2.6.3 Resource Allocation

In an effort to improve operational effectiveness and delivery of service, EXIM Bank of Bangladesh PLC. places a strong value on resource allocation. The bank distributes its financial and Human Resource Management (HRM) effectively to optimize its banking operations. Proper resource allocation ensures that the branches of the bank are adequately staffed and equipped, which leads to better service provided by employees to its customers and reducing operational costs.

The bank evaluates its employee requirements based on customer demand and requirement of providing services to them. This ensures that a proper amount of employees with necessary skills, knowledge and abilities are always available for EXIM Bank of Bangladesh PLC. to function.

Technology is given priority by EXIM Bank of Bangladesh PLC. in order to support productive operations, plus for improving service delivery given by employees to customers, such as core banking systems and online banking services. Resource allocation also includes the preparation of budgets to maintain and stay updated.

The financial resources of EXIM Bank of Bangladesh PLC. are carefully distributed among different departments and tasks of the bank. This aims to maximize profits and achieve strategic advantages by means of facilitating operations and quality service delivery to customers.

2.6.4 Operations Management

EXIM Bank of Bangladesh PLC.'s operational management contains planning, organizing and supervising of banking activities for maintaining effectiveness and efficiency. It includes managing daily transactions of money made by customers, ensuring compliance with regulations and applying technology solutions to streamline operations. All these activities are ultimately leading to improved productivity and customer satisfaction.

The bank performs evaluations and optimization of long processes and procedures of maintaining bank accounts and investment approvals, to get rid of obstacles and quickly respond to customers' needs, wants and demands. The operational management also includes identifying, reviewing and preventing risks for ensuring regulatory compliance and securing the bank's assets.

The bank detects its operational effectiveness and efficiency by setting performance measures for understanding particular transaction processing times, the number of errors made by employees during service delivery to customers and responding to customers on time. Training, feedback and being innovative are often given to employees for enhancing operational productivity and creating a culture of continuous improvement.

2.7 Information System Practice Of EXIM Bank Of Bangladesh PLC.

2.7.1 Core Banking Solution Of EXIM Bank Of Bangladesh PLC.

Core banking solutions are strategic banking applications designed to improve operations, reduce costs and prepare banks for growth. They combine with existing technologies, reduce risk from manual data entry and outdated information. These merge with communication and information technology to perform core banking operations, such as transaction, recording, profit calculations, customer records and balance calculations.

2.7.2 TEMENOS 24

EXIM Bank of Bangladesh PLC. is using TEMENOS 24 for its Islamic Banking solution which is a globally recognised leader in banking software technology. T24 for Islamic Banking is a shariah suitable and commercially flexible banking software system that offers competitive Islamic financial products and handles both Islamic and Non-Islamic services. It offers total versatility, non-stop resilience and 24/7 banking capabilities, removing the need for close of business processing. T24's advanced technology capabilities enable it to support any bank from small green-field operations to multinationals. This leads to enhanced productivity, efficiency risk elimination, cost reduction, improved customer service, growth and profitability. T24 can support any financial institution and all levels of traffic with over 55 offices worldwide and over 1500 customer positions in 125 countries.

2.8 Industry & Competitive Analysis Of EXIM Bank Of Bangladesh PLC.

2.8.1 Porter's Five Forces Analysis On EXIM Bank Of Bangladesh PLC.

1. *Threat of New Entrants:* The threat of new entrants is low in EXIM Bank of Bangladesh PLC. because the bank has already created a strong relationship with its customers, making it harder for new entrants to get customers that easily. Besides, there is legal paperwork from the government and opening costs which will be difficult for new entrants to bear such high costs.

2. *Bargaining Power of Suppliers:* The bargaining power of suppliers is low as there are a great deal of options for suppliers for the bank to choose from where they could purchase office furniture, stationeries & electronic goods, such as computers, printers, etc. If a

supplier charges a high price from the bank, it can immediately go to another supplier who can offer the same goods at a reasonable price.

3. *Bargaining Power of Buyers:* The bargaining power of buyers is high since there are other banks offering, mainly conventional banks, with a variety of banking services which are not available in EXIM Bank of Bangladesh PLC., such as credit card facilities because of Islamic Shariah banking policies. Most importantly, customers are easily comparing the bank's service quality with other banks, for which it drives the bank to provide great banking services with fair prices.

4. *Threat of Substitutes:* The threat of substitutes is high for EXIM Bank of Bangladesh PLC. In order to remain competitive in this era of financial technology advancements, the bank is required to always keep on updating with changes and be innovative, for example, improving its fintech and mobile banking services.

5. *Rivalry Among Existing Competitors:* The rivalry among existing competitors for the bank is high. EXIM Bank of Bangladesh PLC. has rivalry with both Islamic Shariah based banks such as, Islami Bank Bangladesh PLC., Al-Arafah Islami Bank Bangladesh PLC., etc. and conventional banks, such as, Brac Bank, National Credit & Commerce Bank (NCC), Eastern Bank PLC., etc. The bank also has rivalry with international banks which have its branches in Bangladesh such as, Standard Chartered, Citi Bank, The Hongkong and Shanghai Banking Corporation Limited (HSBC), etc. Therefore, the banking industry of Bangladesh is highly competitive and all banks are always competing with each other by providing top services with latest technologies.

2.8.2 SWOT Analysis Of EXIM Bank Of Bangladesh PLC.

1. *Strengths:* EXIM Bank of Bangladesh PLC. has built itself as a well-known and good reputed bank in the Bangladesh banking industry. It has a strong nationwide network with all of its branches and has a broad range of banking and financial services. The bank mainly concentrates on financing in export and import activities, enabling it to develop

extensive expertise in this field. This focus has allowed the bank to provide customized banking services and serve the particular requirements of importers, exporters, manufacturers and retailers. It operates in match with Bangladesh government rules and regulations regarding exports, imports and other trading matters. This leads to the gain of favorable legislative structure, financial advantages and a suitable environment for the bank to make its customers to finance in EXIM Bank of Bangladesh PLC. The bank provides a diverse range of financial services, such as export financing, import financing, foreign exchange services and other trade related consulting services. EXIM Bank of Bangladesh PLC. has established a strong customer base by building relationships with a wide range of customers from small, medium and large enterprises. The customer base is important for earning revenue and customers' loyalty. The bank has invested in banking technology for improved customer service and for its own operations. Online banking has been created for the convenience and availability for the customers of EXIM Bank of Bangladesh PLC.

2. *Weaknesses:* Although EXIM Bank of Bangladesh PLC. is mainly centered around trade financing, the bank's global presence is relatively low compared to other banks such as, Brac Bank, United Commercial Bank PLC. (UCB), etc. This issue hinders its potential for financing global trade chances and reduces its competitiveness in international markets. The bank is highly dependent on its home market of banking industry, which leaves it vulnerable when changes occur in the local economy. Bangladesh's trade and economic circumstances have a direct impact on the bank's success. The global market changes negatively affect the bank's achievements and profitability which decrease demand for exports and recessions. There are problems linked with trade finance, for example credit risk, fluctuations of currency and legal problems. Sometimes, ineffective risk management results in financial damages and harms the bank's image.

3. *Opportunities:* The expanding economy of Bangladesh and the rise of financial access offers EXIM Bank of Bangladesh PLC. to grow itself for creating its worldwide presence. There are relevant opportunities for the bank to enhance its trade financing services because global trade is continuously expanding. The rise of digital trade and e-

commerce gives a new path for financing. EXIM Bank of Bangladesh PLC. can influence the rapid economic growth and increase in trading activities between foreign countries by offering trade financing and special services to emerging markets. Digital banking provides the chance to take advantage of fintech technologies and trends in this digital era. The emergence of fintech solutions will give the bank a chance to apply the latest technological innovation for promoting productivity and customer satisfaction. Operations of the bank can be refined and risk management can be improved with the use of data analytics and numerous other technological solutions. EXIM Bank of Bangladesh PLC. has the ability to provide services that encourage environmentally friendly banking practices because there is a worldwide focus on sustainability. Green financing programs have the potential to raise the bank's customer base and always improve its reputation.

4. *Threats:* The banking industry in Bangladesh is highly competitive, with the existence of both domestic banks for example, Brac Bank, Islami Bank Bangladesh PLC., Eastern Bank PLC. (EBL) etc. and international banks for example, Standard Chartered, Citi Bank, etc. and other financial institutions which offer almost similar services like EXIM Bank of Bangladesh PLC. Bangladesh faces many economic instability due to political turmoil. Economic instability, such as inflation, political unrest, downfall of international markets, etc. can severely harm trading activities of Bangladesh which will also cause trouble in EXIM Bank of Bangladesh PLC.'s performances negatively. Also, changes in government policies can limit trade and economic growth, creating risks for the bank to operate and provide finances to trading businesses. Lastly, the banking industry is also governed by rules and regulations which are continuously changing. The success of EXIM Bank of Bangladesh PLC. may be challenging due to new rules that place more limits for the bank to operate.

2.9 Conclusion

EXIM Bank of Bangladesh PLC. is playing an important role by assisting businesses that are trading internationally by offering a variety of banking services, which in turn is leading Bangladesh to experience economic growth. The bank has built itself as one of the well-known banks in the country's financial and banking industry by focusing on self-growth and customer satisfaction. EXIM Bank of Bangladesh PLC. makes sure that it continues to maintain its reputation for both businesses and individual customers by applying strategic goals and dedication.

2.10 Recommendations

No matter how a company is doing well in running its business, there is always a room for improving itself. Especially today's dynamic and digitalized business world effects almost every industry, including the banking industry. Therefore in my perspective, below are some unique ways in which EXIM Bank of Bangladesh PLC. can improve itself for surviving and operating in the recent banking industry of Bangladesh.

1. Innovative online banking services

EXIM Bank of Bangladesh PLC. can innovate its online banking services which will help busy corporations, who are unable to make time for coming to the bank, to make trade finances. Innovative online banking services will also provide computerized paperwork to complete in online and all kinds of interaction between customers and officers without coming to the bank.

2. Green Financing

The bank can introduce green financing for customers and those businesses who are environmentally friendly and will want to work with EXIM Bank of Bangladesh PLC. to finance for their eco-friendly investments. In recent year, there is a worldwide focus on sustainability. Thus, green financing have the potential to raise the bank's customer base.

3. Machine Learning

EXIM Bank of Bangladesh PLC. may use technologies, such as machine learning for assessing and improving risks that can occur during trade financing. Large data can be reviewed by this technology and the bank will be able to offer specific financing options.

4. Consultancy Services

The bank can introduce consultancy services for exporters and importers for guiding and advising them regarding international marketing strategies, updated rules and regulations to follow when importing and exporting, etc. This service can be given through workshops, seminars and even in-person to exporters and importers for handling international trade.

Chapter 3: Project Part

3.1 Introduction

Employee engagement refers to the emotional commitment and involvement employees have towards their work, colleagues and the organization, surpassing job satisfaction. Each and every industry requires their employees to be engaged in their job for motivation and satisfaction. This creates a deep connection that drives employees to go beyond their basic responsibilities as they are now being motivated to work with the aim of performing their job and be satisfied (Mansor et al., 2023). However, problems are caused because of a lack of knowledge about everything that affects employee engagement with a particular working environment of the banking sector in Bangladesh. Low level of employee motivation and satisfaction in banks resulted in significant employee turnover, low productivity and mismatch with companies' objectives. Without proper tactics, banks were finding themselves in a difficult position to keep their talented and dedicated employees. This is why the banking sector, which includes EXIM Bank of Bangladesh PLC., is trying its best to build up its customer services and improve its employee performances through employee engagement as it is becoming an important determinant for any organizational success.

3.1.1 Literature Review

Since the 1950s to till now, psychologists and researchers have been studying what causes employees to be motivated and satisfied in their work which will result in employee engagement. Maslow's Hierarchy of Needs (1954) tells that individuals are motivated by a hierarchy of need in both their personal and professional lives. At first, a person will want to satisfy their lower level needs, the basic necessities of life, before wanting to satisfy their upper level needs. The five levels of Maslow's Hierarchy of Needs are: Physiological Needs:- Food, water, clothing, shelter etc. for humans to survive. In *Workplace Scenario:* Wages, salaries, physical workplace, working hours, etc. Safety Needs:- Security, stability & protection from any kinds of harms or dangers. In *Workplace Scenario:* Job security, safe working environment, clear rules &

regulations. Belonging Needs:- Relationships with family & friends, love & sense of connection. In *Workplace Scenario:* Positive relationship with colleagues & a supportive work culture. Esteem Needs:- Self-confidence, recognition & a sense of achievement in one's life. In *Workplace Scenario:* Self-respect, recognition & respect from colleagues & managers. Self-Actualization Needs:- Realizing one's potential, self-fulfillment & strive for personal growth & development. In *Workplace Scenario:* Achieving personal potential, creativity & self-fulfillment. Herzberg's two factor theory (1959) consists of hygiene factors and motivation factors for employees to be satisfied with their job and distinguishes between these two factors. Hygiene factors prevent dissatisfaction but do not necessarily cause satisfaction among employees. It just makes employees keep on working to fulfill their needs for surviving in this world. This is why motivation factors are required in any company to make employees satisfied and keep them engaged in their work. Hygiene Factors:- Salary, wage, job security, physical workplace, working condition, company rules & regulations, etc. Motivation Factors:- The work itself, achievement, recognition, responsibility, fringe benefits, opportunities for growth & development, etc. McClelland's Theory of Needs (1960) focuses on power, achievement and affiliation. This theory helps managers to motivate their employees more effectively by matching employees' work and rewards with their own personal desires. Power:- The desire to influence, control & encourage others. Achievement:- The need to set, work for & achieve targets. Affiliation:- The longing for interpersonal relationships with others. Vroom's Expectancy Theory (1964) states that when the motivation of individuals is high, they believe their efforts will result in a successful performance and worthy rewards. Expectancy:- The belief that efforts will lead to successful performance. Instrumentality:- The successful performance will lead to worthy rewards. Valence:- Worthy rewards will motivate individuals to make efforts again & again. Locke's Goal Setting Theory (1968) suggests that employees perform better when they are given challenging but realistic goals to achieve. Motivation of employees are impacted by details, difficulties and evaluation of employees on how they are performing to achieve the goals given to them. In today's times, it is becoming crucial for organizations to have employees who are engaged with their job as it improves work culture, reduces employee turnover, increases productivity and builds a good relationship with colleagues and managers (EveryoneSocial, 2024). It boosts employee satisfaction, mental health and promotes a better working environment (EveryoneSocial, 2024). Employees' performance and engagement towards their work are influenced by various factors including other individual employees, their managers, business outcomes, organizational culture and human resource function (Vreede, 2024). Support and encouragement for career development from organizations uplift employee engagement, motivation, satisfaction, purpose and commitment (Mansor et al., 2023). This leads to increased loyalty and commitment to the organization's goals (Mansor et al., 2023). Career development requires employees with necessary skills and knowledge, preparing them for future promotions and enhancing their current roles in organizations employees are working for (Mansor et al., 2023).

3.1.2 Objective

- To examine current employee engagement practices of EXIM Bank of Bangladesh PLC.
- Identifying all those factors which affect motivation and satisfaction of employees
- Understanding which tactics cause motivation and satisfaction in the bank after finding the recent employee engagement practices

3.1.3 Significance Of The Report

EXIM Bank of Bangladesh PLC.'s effectiveness, efficiency and performance are enhanced with the help of engaged, motivated and satisfied employees. In order to maintain a skilled workforce, motivation and satisfaction is given priority for reducing turnover rates. Or else it will lead to higher costs because of training and recruitment of new employees. Higher employee engagement will help to improve customer service and fulfillment which will preserve the reputation and customer loyalty of the bank. Lastly, a strong organizational culture is built in EXIM Bank of Bangladesh PLC. with the help of engaged employees and they can overcome any obstacles together with their managers for its continuation to operate smoothly.

3.2 Methodology

3.2.1 Research Design

This report is made by using a descriptive research design for giving a detailed analysis of employee engagement tactics that are currently being used by EXIM Bank of Bangladesh PLC. for motivation and satisfaction. The purpose of this research is to collect qualitative data on managers and officers point of views and experiences about employee engagement tactics.

3.2.2 Sample

The sample includes 15 out of 21 employees, consisting of the Branch Manager, 2nd Sir and officers from the three departments: Investment, Cash and General Banking of EXIM Bank of Bangladesh PLC. (Dhanmondi Branch), excluding security guards and caretakers.

The Investment department consists of an Investment In-Charge who is Senior Principal Officer and one Executive Officer. The Cash department consists of a Cash In-Charge who is an Executive Officer, one Junior Officer, one Assistant Officer and a Trainee Assistant Officer. The General Banking department consists of a General Banking In-Charge who is a Principal Officer, one IT In-Charge of the Dhanmondi Branch who is an Executive Officer, one Officer, two Junior Officers and two Assistant Officers. Lastly, there is one Branch Manager who is Senior Vice President and Second Sir who is Senior Assistant Vice President.

3.2.3 Sample Size

The sample size is 15 respondents who are chosen for representing their departmental roles and responsibilities within the Dhanmondi Branch of EXIM Bank of Bangladesh PLC.

3.2.4 Sampling Technique

Stratified sampling technique was used for writing this report which made it possible to get answers from three departments' officers about their perspectives and experiences from employee engagement tactics. Factors such as productivity, motivation and satisfaction levels, what targets are given to officers of three departments, what employee engagement tactics are used, etc. have been asked from them in order to provide a thorough understanding of the process of employee engagement for accuracy and reducing errors.

3.2.5 Data Collection Method

Primary data is collected through In-Depth interviews conducted with the Branch Manager, 2nd Sir and officers. Open-ended questions are used to collect information for primary data so that respondents were able to express their opinions and experiences in detail. Secondary data is collected from EXIM Bank of Bangladesh PLC.'s official website, annual reports, human resource related articles or reports of the bank and from various scholarly and non-scholarly articles, websites, etc. from the internet.

3.2.6 Data Analysis Plan

The report is qualitative in nature and excludes all kinds of numerical figures and representations, showing all aspects of information collected from individual viewpoints and experiences. The major concerns and tendencies of employee engagement tactics for motivation and satisfaction are gathered in this qualitative report for an in-depth analysis. With findings and analysis, it is hoped that a deep understanding of employee engagement tactics can be created and how well it helps to strengthen motivation and satisfaction.

3.3 Findings & Analysis

3.3.1 Tactics For Employees' Engagement, Motivation & Satisfaction

1. Working Conditions:-

EXIM Bank of Bangladesh PLC. makes sure that employees have access to office supplies and stationeries they need, such as paper, pencils, ruler, eraser, stapler and other necessities to make their jobs easier. Employees are provided with a well-constructed and easy to use designed workplace. The bank purchases comfortable furniture and keeps the workplace neat and organized. It has a kitchen with dining space for employees to have lunch with the intention for them to relax and have casual conversations with colleagues besides their work. Employees are getting the chance to perform Namaz when Adhan is called upon for those who do not want to miss their prayers and want to pray on time. Lastly, the bank provides employees with the latest technology, such as computers, printers and other necessities to help them carry out their jobs effectively.

2. Interpersonal Relationships:-

Managers are known for being approachable, encouraging and being guides for their employees. These qualities of managers lead to good interpersonal relationships, professional development and problem solving skills among employees. To improve employee morale and to build interpersonal relationships among them, the bank has managers who are capable of resolving interpersonal conflicts of employees. This ensures a cordial and peaceful workplace where problems are being addressed as fast as possible.

3. Promotion:-

Normally, performance evaluations or appraisals of employees are based on their last three years of work for giving promotions. This means employees need to reach goals, show their leadership qualities and support the bank's goals. However, the most important way of promotion is given to employees through a written exam. Employees must pass these exams in order to be eligible for getting promotion. A variety of banking and finance related exam topics are covered in order to assess employees’ knowledge. Exams are required to be given till they are promoted to Senior Assistant Vice President. After being promoted Senior Assistant Vice President, interviews or vivas are held for promotion. Employees' leadership abilities, strategic thinking and overall match with the bank's objectives are assessed during this time for appropriate promotions.

4. Service Benefits:-

Employees are provided with gratuity payment based on their time and bank’s policies, a particular amount of money is given when they retire or resign their job. The bank offers economical funds or pension schemes for ensuring financial security after retirement. Employees are given the right to take different types of leave, such as sick leave, maternity leave, casual leave, quarantine leave, mandatory leave etc. with rules outlined in the bank's leave policies. The bank provides housing loans to its employees or other funding choices for employees to purchase or build homes for themselves. It also includes personal loan schemes or other financial support programs for supporting employee personal needs.

3.3.2 Employee Engagement For Influencing Productivity And Success

Employee engagement increases productivity because employees tend to be more dedicated and focused on their work. It is more likely for employees to finish their work swiftly, identify their potential by going beyond their limits and help the bank achieve its goals when they feel recognized and appreciated.

Employees’ sincerity and commitment to their work result in more specific and thoughtful service, which increases customer loyalty and contentment. Positive customer experience enhances the bank’s development and recognition. Hence, employee engagement results in improved client service due to increase in employee's motivation and satisfaction.

A high degree of engagement gives rise to motivation and morale among employees. Employees who are motivated are prone to take initiative and strive for constant self-development. This higher level motivation promotes success all around the branch and creates a great working environment.

Employees who are motivated are less likely to quit their job, which lowers turnover rate and recruitment expenses. Maintaining a skilled and competent workforce for the bank is made possible by creating a work environment that attracts talented, knowledgeable and skilled employees.

Therefore, employee engagement at EXIM Bank of Bangladesh PLC. leads to higher productivity, better client service and employee motivation; which are all important for Dhanmondi Branch's overall efficiency, success and growth.

3.3.3 Monetary & Non-monetary Rewards For Motivation & Satisfaction

The employees of EXIM Bank of Bangladesh PLC. are motivated and satisfied with both monetary and non-monetary rewards as it is keeping them engaged in their works. With this indication, it can be understood that the bank's reward system is trying its best for addressing its employees' needs and wants.

1. Monetary Rewards:-

Increments are added with Basic pay based on employees' years of providing service to customers of the bank, their performance and yearly analysis. Incentive or commission are added with basic pay which is typically linked with achieving specific targets or goals. Special events or gatherings are held sometimes with each and every employee of all branches of the bank. Here, employees are offered bonuses to recognize their exceptional performance and contributions. Festival Bonuses are offered during two major festivals of Bangladesh which are Eid-Ul-Fitr, Eid-Ul-Adha and Boishakh (Bengali New Year). It is provided to employees so that they are able to celebrate cultural and religious festivals by having financial support from the bank.

2. Non-Monetary Rewards:-

Giving employees the chance to improve their career life by offering training courses and handing out certificates for completing the training. This improves employees' talents that they have within them and makes them more valuable for the bank. Recognizing employees' accomplishments and their hard work by manager and second sir of the branch. Posting employees in desirable or favorable areas are made in accordance with individual employees' preferences. Employees are given a mandatory leave for 10 days in a year that gives guarantees to them to go for family holidays, hanging out with friends, minimizing burnout, etc. Granting job security to employees leads to a build of trust and loyalty between employees and managers as it gives them a feeling of long term security. Establishing a workplace that is reliable, pleasant and welcoming with the right resources, suitable workplace and a positive company culture.

3.3.4 Meaningful And Challenging Targets For Sustained Employee Engagement

The target given to the Investment Department includes increasing the number of investments given to customers, the quantity of new investments given, the expansion of investment for cottage, small, medium and large enterprises as well as helping the agricultural sectors to grow. After providing investment to customers, the next target is to recover overdue investment, reduce non-performing investments and improve profit recovery rate by handling defaults and securing investment repayment on time.

Foreign Trade is a part of the Investment Department in EXIM Bank of Bangladesh PLC. in all of its branches. However, it is given a different target such as, for issuing export and import Letter of Credits (LC) in great numbers. It has to give assistance to businesses that sell imported goods or businesses that require imported raw materials, machineries, etc., for production of its goods for selling to customers and consumers. Lastly, export activities and international trade needs to be managed by the Foreign Trade.

The target for the General Banking department is set for opening a particular number of new accounts for customers, whether it is a personal account, institutional account or deposit account per month. This is usually done for increasing the customer base of the bank. Then, general banking is given the target for encouraging customers to make regular deposits. After that, the total number of deposits will have to be processed in a given period of time specified by the bank. Lastly, they are required to maximize revenue by providing banking services and minimizing costs for increasing the overall profitability.

The target given to the Cash department is to efficiently manage money reserves and liquidity, meet customers’ service standards and reduce losses from any kind of mistakes or fraudulent activities. They also need to be accurate, fast and handle cash related tasks by agreeing to the bank's internal and administrative system.

3.4 Conclusion

In conclusion, it can be said that as per the good responses which I received from my supervisors, other bank officers, 2nd Sir and Branch Manager, employees in EXIM Bank of Bangladesh PLC. (Dhanmondi Branch) are really satisfied and motivated with the ongoing employee engagement tactics. Other branches' employee engagement for motivation and satisfaction is unknown to me because I did my internship in the Dhanmondi Branch and only know about this branch's employee motivation and satisfaction from the current employee engagement tactics. They do not have any kinds of complaints about employee engagement tactics, except the fact that they are busy dealing with and providing services to their customers most of the time.

3.5 Recommendations

Although employees in EXIM Bank of Bangladesh PLC. (Dhanmondi Branch) are satisfied and motivated with the current employee engagement tactics, yet the bank can make few changes in their employee engagement tactics for better performance and a positive organizational culture.

1. Annual Appraisal

Instead of conducting employee appraisal after three years, it would be better if the appraisal is taken every year. Annual appraisal will provide accurate goals for the bank to accomplish, timelines in completing tasks required for goal achievement, development of employees and giving functionable feedback to employees.

2. Wellness Programs For Employees

As employees are always busy with dealing with and providing services to their customers most of the time, the bank could introduce wellness programs for its employees. Many companies in Bangladesh are starting to care for their employees' mental health, except for the banking industry. EXIM Bank of Bangladesh PLC. can take this opportunity and provide mental health support to its employees in order to promote their mental well-being and being the first Bangladeshi bank company ever to take such initiatives.

3. Involving Branch Employees in Community Events & CSR activities

The bank is already involved in different community events and corporate social responsibility (CSR) activities. Mainly, employees of the Head Office take part in these events, but I recommend employees who work in different Branches of the bank to take part too. Branch employees will feel good by contributing to the society and the country's welfare, also they are getting the chance to do something different from their everyday office work.

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Appendix:

Products And Services Of EXIM Bank Of Bangladesh PLC.

1. Retail Banking:-

- Deposit Schemes:

a. Mudaraba Monthly Savings Deposit Scheme
b. Mudaraba Su-Grehini Monthly Savings Scheme
c. Mudaraba Femina Monthly Savings Scheme
d. Mudaraba Senior Monthly Savings Scheme
e. Mudaraba Monthly Income Deposit Scheme
f. Mudaraba Su-Grehini Monthly Benefit Scheme
g. Mudaraba Femina Monthly Benefit Scheme
h. Mudaraba Senior Monthly Benefit Scheme
i. Mudaraba Multiplus Saving Scheme
j. Mudaraba Super Saving Scheme
k. Mudaraba Hajj Deposit Scheme
l. Mudaraba Denmohor / Marriage Deposit Scheme
m. Mudaraba EXIM Student Saver
n. Mudaraba Millionaire Deposit Scheme
o. Mudaraba Kotipoti Saving Scheme
p. EXIM RUHAMA- (Three Years' Probable Double Benefit Scheme)
q. EXIM ZIADAH - (Five Years' Probable Triple Benefit Scheme)
r. EXIM KRISHI - (Mudaraba Krishi Monthly Deposit Scheme)
s. EXIM SWAPNO - (Mudaraba Housing / Entrepreneurship Development Scheme)
t. EXIM SHEFA - (Mudaraba Monthly Savings Deposit Scheme)
u. EXIM Probashi Monthly Benefit Scheme
v. EXIM Probashi Monthly Savings Scheme
w. EXIM MIHAT - Mudaraba Mihnat Monthly Savings Scheme

x. EXIM HAPPINESS - Mudaraba Happiness Monthly Savings Scheme

- Deposits:

a. Current Deposit (Al- Wadia Current Deposit)
b. Mudaraba Special Notice Deposit
c. Savings Account (Mudaraba Saving Deposit)
d. Mudaraba Cash Waqf Deposit
e. Deposit Rates

- Agent Banking
- Internet Banking
- SMS Banking
- Locker Services

- Investments:

a. Investment Sectors
b. EXIM Abashan
c. EXIM Sahayak
d. EXIM Bahan
e. EXIM Education
f. EXIM Easy Pay
g. Bai-Muajjal(FO)
h. Investment Rates

- Cards:

a. VISA Islamic Card
b. Debit Cards
c. Prepaid Card
d. Gift Card
e. Remittance Card
f. Travel Card
g. Hajj Card

2. Corporate Banking:-

- Investments

a. Bai Muajjal
b. Bai Murabaha
c. Bai Salam
d. Istisna
e. Izara Bill Baia
f. Hire Purchase under Shirkatul Melk
g. Mudaraba
h. Musharaka
i. Quard
j. Fee Based Investment

- Foreign Exchange and Trade Finance:

a. Correspondent Banking
b. Import Finance
c. Export Finance

3. CMSME Banking:

- EXIM Uddyog
- EXIM Abalamban
- EXIM Durodorshini
- CMSME & Women Entrepreneur Application Form
- Cluster Investment Policy Of EXIM Bank

4. Agri Banking:-

- EXIM Kishan
- EXIM Farmer

- Bangladesh Bank Refinance

5. International Trade

- EXIM Exchange Company (UK, Canada, Australia & USA)
- SWIFT
- Remittance
- Correspondent Banking
- Integrated Treasury Service
- Foreign Exchange Rates
- Offshore Banking Unit
- Centralised Trade Processing