Report On

Linking Employee Motivation and Job Stress: An Organizational Study on EXIM Bank Limited

By

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ID: 21104005

An internship report submitted to the BRAC Business School (BBS) in partial fulfillment

of the requirements for the degree of

Bachelors in Business Administration

BRAC Business School BRAC University

November, 2025

Declaration

It is hereby declared that -

1. The following internship report is entitled Employee Motivation and Job Stress in the Banking Sector: A Study on EXIM Bank Limited; this report has been prepared and submitted by me as a partial requirement to complete my Bachelor of Business Administration (BBA) degree at BRAC University.

2. The present report can be classified as my original work that does not include the work that has already been published or written by the third party unless the acknowledgment and proper reference has been given.

3. The report has not been presented or marked in any other degree or diploma in any university or institution.

4. I have recognized all sources of help and assistance that I got when making this report.

Student's Full Name & Signature:
Tasnim Fariha Promy

Tasnim Fariha Promy
ID: 21104005

Letter of Transmittal

Md. Mizanur Rahman, PhD
Associate Professor,
BRAC Business School
BRAC University
Kha-224 Merul Badda
Dhaka 1212. Bangladesh

Subject: Submission of the Internship Report for "BUS400 Internship"

Dear Sir,

This is my pleasure to display my entry level position and provide details regarding Employee Motivation and Job Stress on EXIM Bank Limited, which I was appointed by your direction.

I have attempted my best to finish the report with the essential data and recommended proposition in a significantly compact and comprehensive manner as possible. I believe that the report will meet the desires.

Sincerely yours,

Tasnim Fariha Promy

Tasnim Fariha Promy
ID: 21104005
BRAC Business School
BRAC University
Date: 14, November, 2025

Acknowledgement

To begin with, I would want to acknowledge my deep sense of gratitude to my academic supervisor, Dr. Mizanur Rahman, Assistant Professor, BRAC Business School and co-supervisor Noshin Anjum Chaiti, Lecturer, who provided me with a constant set of guidance, useful feedback and encouragement during the process of preparing this report. Their intellectual insight and patience helped me to develop my thoughts and achieve success in this research.

I would also like to mention my utmost gratitude to my organizational supervisor, Monsur Rahman, Executive Officer, for his support, guidance, and the chance to study in the real banking environment. My practical experience as an intern has helped me to understand the dynamics of the workplace better and it augmented my school experience.

I would also like to give my heartfelt gratitude to everyone who was involved in the work of the EXIM Bank Limited, especially those who dedicated some of their time to meet me and share their experiences and insights. It was through their cooperation and provision of information that made this research possible.

Last but not least, my parents and family deserve my utmost gratitude because the encouragement, understanding, and support that they have given me have been my biggest strength in this process.

The successful completion of this internship report would not have been the case without the advice and support provided by all these people.

Executive Summary

This report is an analytical report on the interrelationship between job stress and employee motivation at the EXIM bank limited as part of the internship program of the Bachelor of Business Administration (BBA) degree at BRAC University. The objective of the study is to unravel how intrinsic and extrinsic motivation factors contribute to the effectiveness of employees to handle occupational stress and how the relationships manifest in the general performance and satisfaction of employees in the banking industry.

The report integrates both qualitative data collected by interviewing various employees within different departments with the theoretical knowledge of Maslow's hierarchical needs, Herzberg's theory of motivation which is divided into two factors and McClelland's theory of needs to comprehend motivation and Karasek job demand control model and Lazarus and Folkson's transactional model of stress in analyzing stress at work. The results have shown that EXIM Bank has a culture of responsibility, teamwork and ethics service orientation which are important intrinsic motivation among the employees. The morale and resilience are further boosted by recognition, supportive supervision, as well as strong peer relationships.

Nevertheless, the research also determines that there are chronic work stressors, especially workloads when there are peak transaction times, minimal chances of promotions, and monotonous work at the branch level. Although the staff does like the management style of being empathetic and allowing transfers that are flexible to female employees in particular, the lack of formal training and slow advancement in their careers leads to dissatisfaction and burnout in the long term.

The report concludes that motivation and job stress in EXIM Bank are intertwined. Intrinsic motivation is helpful in overcoming high work pressure in the employees, yet lack of career development and recognition increase stress in the long-term. To maintain the fitness of staff members and organizational productivity, the report suggests the establishment of recognition programs, regular skill development programs, stress management courses, and reinforcement of gender-balanced HR policies.

This report not only helps to understand the interaction of motivation and stress in a Bangladeshi banking setting better but also helps to understand how human resource practices can be redesigned to achieve not only productivity but also employee satisfaction in the ever changing financial business.

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Chapter 01

Overview of Internship

1.1 Student Information

- Name: Tasnim Fariha Promy
- ID: 21104005
- Program: Bachelor of Business Administration (BBA)
- Major: Human Resource Management
- Minor: Marketing

1.2 Employment Information

1.2.1 Student's Information

- Designation: Intern
- Organization Name: Export Import Bank of Bangladesh PLC
- Period: 20th July to 20th October, 2025
- Address: Holding # 484, DIT Road, Malibagh , Dhaka- 1217

1.2.2 Company Supervisor's Information

- Name: Monsur Rahman
- Position: Executive Officer

1.2.3 Job Scope and Responsibilities

During my internship experience at the EXIM Bank Limited, I was mostly stationed in the front line operations of the branch. My duties were to help the customer on boarding by completing account opening forms, preparing cheques and checking that the documentation was correct. I was also able to assist the staff by organizing and sorting of customer records, which helped the day to day workflow to move rather smoothly. I was also trained on the internal software utilized by the bank to enter data and fill in an account and this is what made me realize the technical aspect of documentation and compliance. Moreover, I was able to view and familiarize myself with some of the deposit schemes, loans products and remittance services that the bank offers. I was at times assisting the customers fill in some simple forms and referring them to the required counters to get specialized services. These positions enabled me to enjoy the direct experience of retail banking services and the culture of professional customer service.

1.3 Internship Outcomes

1.3.1 Contributions to the Host Organization

Although my role was minor, I contributed to the workload reduction of the branch officers assisting them in documentation, account processing, and the other clerical duties. The level of detail in checking the account opening forms, keying data into the system and cheques preparation helped to reduce the number of errors and to adhere to banking standards. I also supported the optimization of the record management system sorting, arranging, and digitizing files, which facilitated daily operations and shortened the time spent by the staff searching the files to find customer documents. The structured file system had organised the back end processes to be more efficient so that the officers could pay more attention to customers and more challenging tasks.

1.3.2 Student Learning and Professional Development

This internship provided me with insight into the working side of the banking industry. I came to learn more about the EXIM Bank deposit and loan programs, customer acquisition processes, and the importance of conformity and accurateness in paperwork. I also got to use internal banking software and this enhanced my technical capability of handling customer information. My communication skills also improved as I was exposed to diverse clients and this enabled me to learn the value of being professional, patient and the quality of service delivery in order to keep the customers trustful. Furthermore, the excellent teamwork and positive working culture at the EXIM Bank made me understand the significance of teamwork and respect towards colleagues in order to boost productivity. The officers would mentor me and provide practical information on the banking world which would motivate me to take initiative and learn more than what I was required to do. Altogether, the internship helped to develop my understanding of the operations of the branch level, improve my teamworking skills, sharpen my organizational abilities, and to get acquainted with the reality of work in the financial services sphere.

1.3.3 Methodology

In the internship report, I used both primary and secondary sources of data. The main data were collected primarily, by observing the daily branch routine operation and unofficial conversations with the employees and brief interviews with the officers working in various departments. Through monitoring the customer onboarding process, opening of accounts and regular processing of transactions, I was able to realize how the policies and compliance requirements are applied in practice. Interviewing workers helped me understand the stress workers go through when striving to achieve the organizational goals and satisfy clients.

The secondary data were obtained from the official site of EXIM Bank, annual reports, and the relevant Bangladesh Bank circulars, in addition to the academic journals and articles on the subject of employee motivation and occupational stress in the banking sector. These sources contributed to the analysis, placing field observations in the context of the current theoretical and empirical studies.

1.3.4 Challenges and Difficulties Encountered

Though the experience of the internship was useful, it had its challenges. The initial and the apparent difficulty was the monotony of the work. A lot of my day to day work was in completing forms, writing cheques and sorting out documentation. As much as these were the necessary activities, they were usually boring and they failed to utilize my academic experience to the full extent.

The other difficulty was the narrowness of exposure. As I did my internship at a branch I was mostly exposed to front desk and account oriented work. I did not see much of decision making processes, back office activities or discussions at the policy level. This had an alienating effect on the wider strategic element of banking.

The other unsatisfying factor was that it was unpaid and therefore a financial strainer as well as a moral demoralizer. I often felt undervalued. Irrespective of these frustrations, the experience was insightful. I was able to get a true feeling of the work pressures that branch staff are under, the need to be precise in documentation and the juggling act between customer service and compliance needs.

1.3.5 Recommendations for Enhancing Internship Programs

EXIM Bank may:

- Give systematic rotations in the various departments (General Banking, Investment, or foreign trade) in order to ensure that interns acquire a wider view of the activities.

- Provide stipends (financial or awards) to motivate more and show that the work of interns is not wasted.

- Have mentorship to allow interns to follow senior employees, thus making the process more interactive and less monotonous.

These would not only benefit the learning of the interns but also improve the image of the bank as an organization that supports the youthful professionals.

Chapter 02

Organization Profile and Strategic Analysis

2.1 Introduction

This chapter provides a profile of EXIM Bank Limited, its organizational profile as well as its strategic position in the Bangladeshi banking industry. It mentions the history, vision, mission and core values of the bank, the main products and services that it provides together with its main operational practices. The chapter goes further to look into the financial performance and corporate social responsibility activities of the EXIM Bank. Lastly, it also covers a strategic analysis of the bank based on industry tools like PESTLE and SWOT which gives an insight into its competitive advantage, challenges and future.

2.2 Overview of EXIM Bank Limited

2.2.1 Historical Background and Growth Trajectory

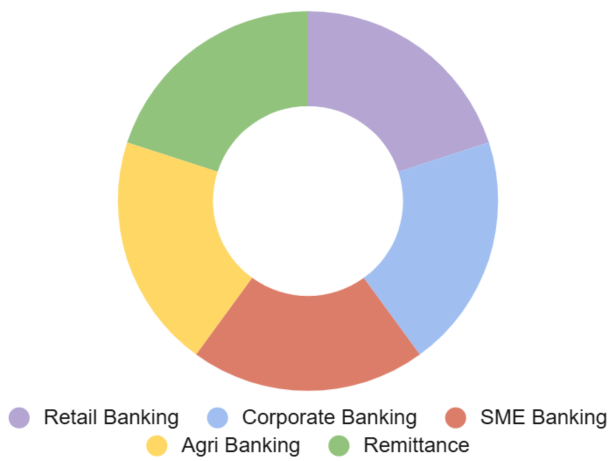
Export Import Bank of Bangladesh PLC is a banking institution which was founded in 1999 by the initiative of its Founder Chairman, Late Mr. Shahjahan Kabir. His vision was to play a role in socio-economic development of the country by industrializing, empowering women, facilitating foreign trade, developing infrastructure as well as creating employment. This idea was coupled with a team of influential business people who pooled their resources to actualise this vision and this provided the bank with a solid basis when it was founded.

It was on 3rd August 1999 that the bank began its operations under the name Bengal Export Import Bank Limited. Soon after it was renamed to Export Import Bank of Bangladesh Limited on 16th November 1999. The bank rapidly developed as a viable financial institution under the first leadership of Founder Advisor, Mr. Alamgir Kabir and Founder Managing Director, Mr. Mohammad Lakiotullah. Another significant change in the operations of the EXIM Bank occurred in July 2004 when it was transformed into a full-fledged Shariah-based Islami Bank. The latest reorganization was made in May 2024 and renamed as Export Import Bank of Bangladesh PLC.

EXIM Bank has been experiencing drastic modernization and leadership change over the years. It embraced modern technologies in core banking, increased other delivery channels like ATM and SMS banking and ensured that it complied with regulatory standards. The bank has also gained fame in enhancing its capital base, improving on its asset quality, and provision of clear banking services.

Nowadays, EXIM bank is a dynamic commercial bank owned by a private individual, which is proficient in foreign trade and services offered to the customers. The bank still focuses on sustainable growth, better service delivery and international standards of banking under the leadership of its current Managing Director and CEO, Mr. Mohammad Feroz Hossain and Chairman, Mr. Md. Nazrul Islam Swapan.

2.2.2 Core Products and Services



2.2.3 Vision, Mission, and Corporate Culture

Vision

The vision of EXIM Bank is based on the gist of being "Together Towards Tomorrow". EXIM Bank feels that together with its customers, they are on the march on road to growth and progress through its service. Constant exploration of excellence in accordance with the Islamic Shariah will be aimed at the realization of the desired goal. These are their thoughts on how the benefits of Islamic economy can be most effectively extended to the people with the technology based modern banking system that embodies the Islamic values and Exim Bank thinks of becoming an ideal example of such sort. This strategy will enhance the competitive advantage of the Bank in the fast changing competitive world through its strategic plans and networking. Their operational success will be pegged on its personalized quality services to the customers with a trend of constant improvement.

Mission

The Bank's mission comprises:

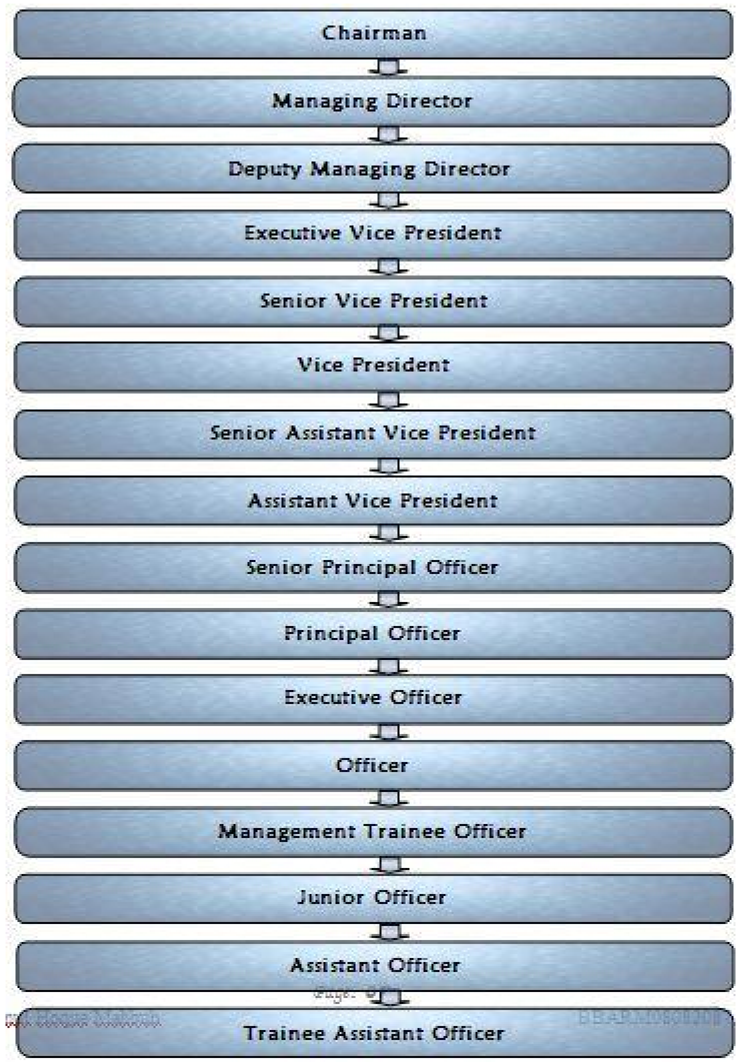
- Tapping the full advantage of the Islamic banking system to its clients.
- Offering quality financial services.
- Retention and updating of technology based professional banking environments.
- Corporate and business ethics and transparency should be maintained at all levels.
- Sound capital base
- Meeting of corporate social obligations and above everything to contribute to the national economy.

Corporate Culture

Organizational culture is deemed to be a vital element of business corporations because it can glue organizational members. EXIM Bank's culture and values have been demonstrated as a source of competitive advantage to them and is becoming a primary ingredient in setting the relationship between the bank and our employees and by extension their customers. The culture and values they have also motivated customers and employees to come to them and remain with them.

EXIM Bank has also managed to enhance organizational performance by enhancing the performance of the individual contributors as well as identifying the existing talents to fill the higher vacancies in the organization or to position them in the right place where their talents can be put to the most efficient use. In their culture, there is a sharing of common goals that leads to harmony in relationships at the workplace.

2.2.4 Organizational Hierarchy



2.2.5 Existing levels of Management at Malibagh Branch

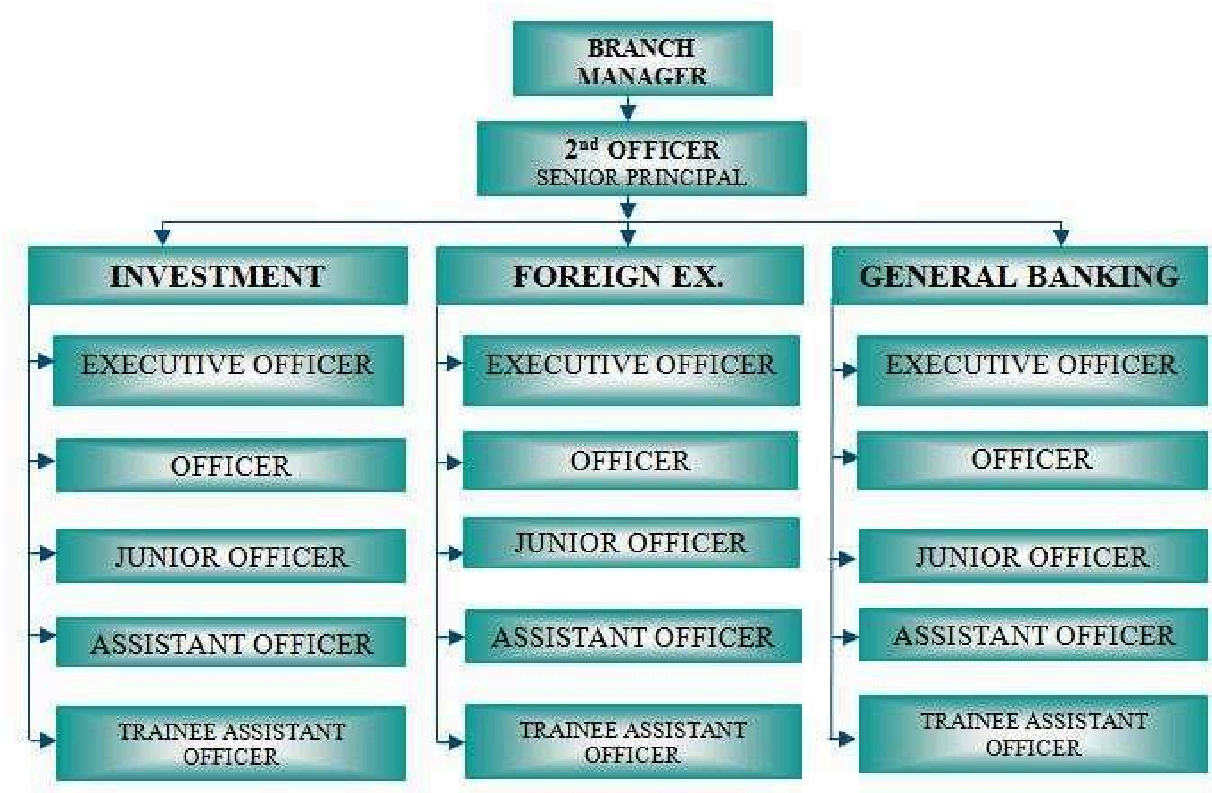


Fig: Organogram of EXIM Bank (Azad, 2011)

2.3 Corporate Social Responsibility (CSR) Initiatives

The EXIM Bank has its own foundation which sets aside at least 2% of the annual profit of the bank to fund CSR programs. The large spheres of CSR activity are:

- Healthcare Services: EXIM Bank hospital was established in Mirpur, Dhaka, with the intention of offering affordable medical care to the local community.

- Scholarship Program: A long term scholarship program for poor yet meritorious students, sponsoring their education up to higher education. This program has been implementing beneficial outcomes to thousands of students in the country since 2006.

- Education Promotion Scheme: Interactive-free loans (Quard) are granted to the financially disadvantaged students to help in covering their education and living costs to be repaid after they have completed the educational process.

- Disaster Relief and Humanitarian Aid: Financial and material support is given to victims of flood, cyclones, fire, and cold wave to assist them in getting back on their feet after natural and social disasters.

- Slum Dwellers: Slum residents are provided with further assistance in form of aid and rehabilitation after fires and other disasters.

- Development of Infrastructures in Education: Donation has been given to universities like Dhaka University and Chittagong University to develop Computer labs and enhance ICT education.

- Urban beautification: Since 2005 the bank has been collaborating with Dhaka City Corporation to fund beautification efforts meant to enhance the environment and infrastructure of the capital city.

In these endeavors, EXIM Bank has shown its willingness to promote social welfare, education and sustainable development in addition to its trade activities.

2.4 Financial Performance Overview

2.4.1 Financial Highlights of EXIM Bank Ltd

Sl.	Particulars	2020	2021	2022	2023	2024
1	Authorized Capital	2000.00	2000.00	2000.00	2000.00	2000.00
2	Paid-up Capital	1412.25	1447.56	1447.56	1447.56	1447.56
3	Statutory Reserve Fund	1176.01	1251.95	1374.34	1447.56	1447.56
4	Deposits	39530.83	42170.60	42704.41	44795.10	42993.15
5	Investment (General)	39291.97	42820.49	45254.78	47188.02	52469.46
6	Investment (Shares & Securities Exclu. Subsidiaries)	3886.85	4132.30	3320.63	4923.72	4689.35
7	Foreign Exchange Business	34442.90	49787.93	53290.68	46189.38	48143.42
	a) Import Business	17782.52	28009.30	25013.78	21954.14	22985.73
	b) Export Business	16129.02	21197.45	27649.82	23531.81	24624.94
	c) Remittance	531.36	581.18	627.08	703.43	532.75
8	Operating Profit	631.36	564.36	676.13	736.73	737.89
9	Investment as % of total Deposit	91.14%	88.02%	95.47%	95.85%	110.68%
10	No. of Foreign Correspondent	386	389	392	401	401
11	Number of Employees	2910	3235	3351	3230	3487
12	Number of Branches	131	140	147	151	155
13	Return on Assets after tax	0.61%	0.37%	0.66%	0.58%	0.08%
14	Return on Equity (ROE)	9.33%	6.17%	11.41%	10.08%	1.46%

Source: Export Import Bank of Bangladesh PLC

2.4.2 Financial Performance Analysis

The financial results of EXIM Bank Limited in the 2020 - 2024 report indicate the stable development of the bank and its operations under the influence of the changing economic environment. Being a Shariah-based bank, EXIM Bank focuses on financing through assets and profit-sharing bases instead of interest-based transactions, which affects its level of investment and profitability trends. The trends, ratio, and comparative analytical approaches provide an understanding of the performance of the bank in relation to liquidity and solvency, efficiency, profitability, and leverage as analyzed below.

Liquidity and Solvency

Liquidity is the capacity of the bank to fulfill short-term commitments, whereas solvency is the ability of the bank to be financially stable over a long period of time. The Investment to Deposit Ratio grew to 110.68% in 2024, but the percentage rose by 91.14% between 2024 and 2020 and was 91.14% in 2020, suggesting that more of the deposits were invested in income generating assets. Although an increase in ratio can lead to more profitability, a ratio above 100% indicates that there is a likelihood of liquidity management strain as a greater portion of deposits is occupied in long term investment.

Nevertheless, the steady increase in the Paid-up Capital (up to BDT 1,412.25 crore in 2020 to BDT 1,447.56 crore in 2024) and Statutory Reserve Fund indicates good capitalization and compliance with regulatory solvency requirements according to the rules of the Bangladesh bank on the establishment of Islamic banking institutions. This further confirms that the bank had sufficient capital buffers to absorb operational and market risks irrespective of the fact that it continued to deploy more assets.

Efficiency

Efficiency measures how an efficient a bank is with its assets and the workforce to bring in income. The EXIM Bank has shown a steady growth strategy in its operations as seen through the increase in the number of branches (131 in 2020 to 155 in 2024) and employees (2,910 to 3,487). At the same time, foreign exchange business, which is one of the main signals of the trade financing activity, increased significantly between 2020 and 2024, which is a good indicator of the external trade support and facilitation of remittances, with the growth rate of 34,443 crore in 2020 to 48,143 crore in 2024.

Even though in 2023 there was a short-term decline in the volumes of exports and imports, the bank quickly bounced back in 2024. The sustained increment of foreign exchange operations and deposits indicate efficiency in its operations and increasing customer confidence. The low pace of internal processes and expansion of branch networks into digital has only increased the productivity on the branch level.

Profitability

The performance of profitability depicts both negative and positive trends in the years examined. The Operating Profit of the bank increased with general positive trends between the years 2020 and 2024 indicating an increase of BDT 631.36 crore to BDT 737.89 crore. The Return on Assets (ROA) and Return on Equity (ROE) which are major measures of profitability, however, varied widely.

ROA decreased to 0.08% in 2024, and ROE to 1.46% in the same year compared to 2020. This indicates deteriorating profitability as compared to asset and equity bases. This decline could be explained by increased provisioning needs, decreased profit margins in Islamic investment products and post-pandemic market volatility.

Although the ratios of returns are modest, increases in stability in the operating profit suggest that the core operations of the bank were efficient and the decreased ROE in 2024 may indicate the short-term pressure of the margin instead of structural weakness.

Leverage

The capital structure shows a moderate attitude of the bank in funding its growth by use of equity and deposits. Paid-up Capital had not changed much since 2021 and had 1,447 crore of it, whereas Deposits increased in the period between 2020 (BDT 39,530 crore) and 2024 (BDT 42,993 crore). The reflective increase in the reserves and base of equity is attributed to a wise profit retention and adherence to Shariah and regulatory capital adequacy requirements. This makes the financial risk low because of the moderate leverage structure, which guarantees the long-term sustainability. This capital policy is conservative and which conforms to the ethical and risk-sharing philosophy of the Islamic banking practices.

Trend and Comparative Analysis

A horizontal comparison of key indicators shows that the bank is showing steady growth in its investment portfolio, which increased by BDT 39,291 crore to BDT 52,469 crore in 2020, and 2024 respectively by around 33.6%. This is strategic growth in terms of profit-making investment schemes and an increase in customer base.

However, deposits increased at a relatively low rate (around 8.8% over the same period), which implies that there was a slow rate of deposit mobilization in comparison with the rate of investment growth. The ratio between investment and deposit increased due to the imbalance between investment and deposit growth which is the reason why the ratio between investment and deposit has increased over the past few years. The list of branches and employees increased, consolidating network and service delivery capacities, and profitability ratios were cyclically moving, which indicates the functionality of the bank management to adapt to the changing market environment.

DuPont Analysis
The use of the DuPont model to explain the ROE of the bank reveals that the drop in 2024 was more caused by the decreasing net profit margins and less so because it was due to ineffective asset utilization. The net profit could not match the growth in the asset base and this is what compresses the overall return on equity. This means that the bank was efficient in terms of asset turnover and experienced lower profitability due to margin pressure.

Overall Evaluation
Therefore, throughout 2020 - 2024, EXIM Bank demonstrated consistent growth and financial stability, and a good capital base and growing investments portfolio. The financial aspect of the bank shows that it is strategic in increasing its assets and efficiency in spite of fluctuation in profitability. The institution still strives to ensure that its financial activities are in line with the Shariah principles, emphasizing on the actual economic activity, transparency, and fair value creation.

The trends represent a growing institution that is balancing profitability with compliance, social responsibility as well as sustainable financial practices. This drop in the ratios of returns in 2024 points to the need to undertake a review of the cost management strategy and the diversification of investment but the overall financial stability is healthy and promising.

2.4.3 Accounting Practices

The EXIM Bank Limited has a systematic, open and compliant accounting system in accordance with the Bangladesh Financial Reporting Standards (BFRS), Bangladesh Bank and Shariah-based financial principles. The accounting philosophy of the bank is geared to guarantee honest reporting of financial dealings, transparency in reporting and compliance with the Islamic banking principles that disallow income generated through interest.

Core Accounting Principles
Consistency, prudence, accrual, and full disclosure are the basic accounting principles that are observed in the financial statements of EXIM Bank. The bank adheres to the assumption of the going concern and there are no significant changes in policies used annually and enables the user to make sound comparison of the periods. The prudence principle can be seen in its skimpy awareness of revenues and prompt development of provisions against possible losses.

Additionally, faithful representation is provided by the adequate classification, valuation, and disclosure of the financial items according to the Shariah and regulatory requirements.

Basis of Accounting

EXIM Bank uses the accrual basis of accounting, which records an income and expenses when they are earned or incurred and not when cash is received or paid. This is in line with the BFRS and the Islamic Financial Accounting Standards (IFAS) adopted by the Shariah-based banks. Under the approach, income of investment and profit sharing contracts is recognized at the time of realization whereas the profit expenses on mudaraba deposits are recognized as per the time of investment.

Accounting Cycle

The bank has a detailed accounting cycle of all the necessary functions of the process, which includes the identification of transactions and journal entry posting, ledger maintenance, preparation of trial balance, adjustment entries, and compilation of financial statements. Core banking software is automated to assure real time registering and updating of all financial transactions. The audits, both internal and external, ensure that the proper documentation, authorization and reconciliation processes are followed.

Depreciation Policy

EXIM Bank uses the straight-line depreciation method in the case of fixed assets, which involve systematic allocation of cost over the estimated useful life of the assets. Depreciation rates will depend on the asset class as given in the Notes to the Financial Statements. This approach will bring about consistency in recognizing expenses and prevent overvaluing of assets. The revaluation and disposal of the assets would be performed in accordance with the policies provided by the Bangladesh Bank and the IFRS.

Accounting Disclosures

The bank also makes available as many disclosures as possible in its annual reports so as to ensure transparency and accountability. These include:

- Accounting policies, contingent liabilities, provisions, and risk management practices are given in the Notes to the Financial Statements.

- Segment Reporting, which emphasizes the business performance by business areas, e.g. investment, foreign exchange operations, as well as remittance operations.

- Shariah Compliance Disclosure, commentary on the mechanisms of distributing profits, treatment of prohibited (non-halal) income and the Shariah Supervisory Committee directions.

- CSR Reporting and Corporate Governance in accordance with the BSEC requirements.

Such disclosures illustrate the ethical banking by the bank, adherence to regulations, and the openness of the bank to the stakeholders.

Regulatory and Shariah Standards
The accounting policies of EXIM Bank are in accordance with the circulars of the Bangladesh Bank and reporting templates of the Islamic bank. The Shariah Supervisory Committee oversees all the financial operations to make sure that they comply with the Islamic law, particularly in the profit-sharing ratio, risk allocation and investment based on assets. The bank does not recognize the income of interest, but it records the profit incomes based on the contracts of investment like Murabaha, Musharaka, and Mudaraba.

Overall Assessment
In general, the accounting system of EXIM Bank Limited is a mixture of regulatory strictness and ethical disclosure. Reliability and credibility in financial reporting is achieved through accrual-based accounting, full disclosures and strict compliance to Shariah provisions. The accounting system of the bank does not only meet the statutory requirements but also promotes the main Islamic values namely fairness, accountability, and social responsibility.

2.5 Industry and Competitive Analysis

2.5.1 PESTLE Analysis of the Banking Sector in Bangladesh

Political

- The government and Bangladesh Bank regulate banking greatly and hence any change of power or instability exposes the banking to delays in regulatory reforms (*Bangladesh's Political Situation Exacerbates Banking System's Problems*, 2024).

- Confidence in banks can be impacted by public protests or changes in leadership like cash withdrawal limits and liquidity stress (Patel & Paul, 2024).

- The participation of EXIM Bank in financing exports and imports implies that the bank is susceptible to the foreign trade policies, tariffs, and bilateral relations.

Economic

- The GDP growth, unemployment and inflation in Bangladesh have a direct impact on the performance of the banks. Research indicates that GDP growth is related to the bank Return on Assets in Bangladesh (Islam et al., 2022).

- Real macro risks in the banking industry are high inflation, increasing non-performing loans (NPLs) and capital adequacy pressures.

- Monetary policy like interest rates changes has an impact on the cost of capital, deposit and lending margins.

Social

- The growing need to enhance awareness of customers regarding digital banking stimulates the demand of convenient, technology-oriented services.

- Demography of the young population, urbanization and increasing middle classes leads to more banking demand.

- The importance of trust, reputation and ethical perceptions. A bank that is Shariah based like EXIM Bank becomes socially acceptable in a conservative society.

Technological

- Fintech, cybersecurity, digital banking and branchless banking should be adopted to be competitive.

- Software of core banking, cybersecurity and IT infrastructure are paramount. EXIM Bank's modernization is necessary.

- New fintech players or substitute payment providers might cut margins unless EXIM can do so.

Environmental

- There is a growing pressure on banks to finance green, climate adaptation and environmental risk assessment in their portfolio.

- In Bangladesh, there are common floods, climatic incidences and degradation of the environment that have an impact on loan risks particularly in the lending of agriculture or infrastructure loans.

- Incentives by the central bank or regulatory authorities can induce the banks to give out green financing portfolios.

Legal

- Sound banking regulation: Basel regulation, KYC/AML, anti-money laundering regulation and foreign exchange regulation (e.g. FERA).

- There is a high compliance cost as not complying attracts penalties and tarnished reputation.

- Sudden adjustments can be caused due to changes in law for example amendments of banking acts, cybersecurity laws, data protection.

The results of the PESTEL analysis reveal that EXIM Bank is in a rather regulated but opportunity and resource rich environment. Although the political and economic uncertainties as well as environmental vulnerabilities are still putting some pressure on it, the bank's Shariah based positioning and embrace of technology have provided opportunities of sustainable growth. Its competitiveness in the next few years can majorly be dictated by its capability to swiftly adapt to the changes in regulations and explore digital innovation.

2.5.2 SWOT Analysis of EXIM Bank Limited

Strengths

- Shariah based banking: In 2004, EXIM Bank became a fully-fledged Islamic bank and this provides it with a unique niche within the Bangladesh Islamic finance market.

- Good compliance and governance structure: Anti money laundering (AML) and countering of financial crime are highlighted in the bank and there are organised committees and staff training.

- Diversity of products and up to date services: EXIM provides home investment facilities, deposit and loan facilities, foreign exchange services etc.

- Embracing of modern banking infrastructure: The bank invests in technology, risk control and data centers to facilitate operations.

Weaknesses

- Central bank dependence and liquidity pressures: Stronger banks like Sonali Bank have had to provide liquidity to EXIM to deal with the withdrawal pressures (Prince, 2024).

- Lacking technology use and restrictions of services: There are reports that EXIM is lagging behind in providing debit cards, ACH membership or full modern customer digital services.

Opportunities

- Bank IT and fintech integration: The increasing customer interest in mobile banking, branchless banking and digital banking is an area where EXIM can increase its technology product range.

- Increased branch and service penetration: Exploiting under served geographic and rural banking markets can lead to deposit advancement and clientele.

- Sustainable development and green financing projects: The climate vulnerabilities faced by Bangladesh present green loan opportunities, infrastructure financing or projects that are climate resilient.

- Fintech and strategic partnerships: EXIM Bank can also partner with fintech startups, payment platforms, or technology companies to improve the delivery of products.

Threats

- High competition and entrance of new banks: The other Islamic banks, private banks and fintech disruptors are aggressive when it comes to customer acquisition.

- Regulations and oversight by central bank: Margins can be squeezed by changes in the regulation of banking, higher capital requirements or other compliance regulations.

- Macroeconomic instability: Issues such as inflation, currency fluctuations, the growth of non-performing loans (NPLs), poor economic growth and lower bank profitability.

According to the SWOT analysis, the strong brand image, Shariah based operations and wide service offerings create a competitive advantage in the market to the EXIM Bank. Nevertheless, issues of liquidity pressures, technological gaps and high competition are all major threats. The bank will have to maximize its opportunities in digital banking and green financing and minimize its internal weaknesses to reinforce its position.

2.6 Summary and Managerial Implications

The case study of EXIM bank limited brings out its status as a strongly established Shariah-based commercial bank which has existed beyond the two decades of its functioning. The bank has also continued to diversify its range of products and services including retail and corporate banking to foreign trade financing and still remains highly engaged in CSR activities. The resilience of the historical growth is demonstrated by the leadership change, technological improvements, and regulation adherence.

The PESTEL analysis shows that EXIM Bank is in an environment that is very competitive and also highly regulated by political uncertainty, macroeconomic volatility and technological disruption. Concurrently, there is a possibility in digital banking, green financing, and financial inclusion, which are aligned to the socio-economic priorities of the country. The SWOT analysis also indicates that the strengths of the bank including its Shariah-based identity, customer trust, and extensive network of branches could be used in overcoming the weaknesses in liquidity management, digital services and reputation recovery.

As a manager, the findings suggest that EXIM Bank will have to pay attention to:

- Human Resource Development: Workloads, customer requirements and regulatory requirements are the pressures on employees. The management ought to invest in training, motivation programs and stress management programs in order to enhance staff morale and performance.

- Digital Transformation: Mobile banking, cybersecurity and fintechs will drive partnerships to stay competitive.

- Risk and Compliance Management: It should also continue to pay attention to liquidity control, capital adequacy and NPL reduction to ensure financial stability and regulatory trust.

- Strategic Differentiation: EXIM can help reinforce its market image by improving customer experience in terms of the quality of the provided service, ethical banking, and CSR activities.

Overall, although EXIM Bank is affected by challenges that are characteristic of the Bangladeshi banking market, it has great opportunities to consolidate its market. The main factors of sustainable growth in the next few years will be effective leadership, technology based innovation, and increased employee engagement.

Chapter 03

Project Part – Linking Employee Motivation and Job Stress

3.1 Introduction to the Project Study

One of the most challenging and hectic sectors of Bangladesh economy would be the banking industry where all the employees have to work under tight deadlines, corporate inspection and the expectations of customers. In this climate, employee motivation and occupational stress management have been a major human resource issue of concern. The following project study seeks to determine the interplay between motivation and job stress amongst the employees of EXIM Bank Limited, one of the largest commercial banks with Shariah based system in Bangladesh and to know how these two psychological sources affect the overall performance and work satisfaction in the organization.

Occupational stress and employee motivation are concepts which go hand in hand. As much as motivation motivates employees to work beyond the expectations of the company and stay dedicated towards the objectives of the organization, too much or continued stress may dull the motivation thereby lowering the productivity and morale among employees. The delicate balance is critical in the operations of banking institutions like EXIM Bank where efficiency, accuracy and customer relations are the main factors that define success and thus the ability to maintain the performance and welfare of employees.

The research project is based on the existing motivational and stress models such as the Two-Factor Theory by Herzberg, the Hierarchy of Needs by Maslow, the Theory of Needs by McClelland, the Job Demand Control Model by Karasek and the Transactional Model of Stress by Lazarus and Folkman. Using these theories on the context of the lived experiences of the employees of the EXIM Bank, the report has tried to explain the connection between intrinsic and extrinsic motivators, and workplace pressures and how they affect the psychological conditions and work performance of employees.

The study relies on the primary data gathered by interviewing the employees as well as the secondary sources that include the organizational reports, official publications, and scholarly literature. A combination of these information sources helps to gain a comprehensive picture of how EXIM Bank can control and encourage employees motivation and how it can overcome stress in the workplace and understand the areas and possibilities of its improvement.

Lastly, the project study will offer useful information on the way motivation and stress interact in the environment of EXIM Bank. Although it cannot be generalised to other organisations, the results can have practical implications in the context of other banking organisations in Bangladesh in an effort to achieve sustainable human resource practices that enhance productivity without sacrificing the welfare of employees.

3.1.1 Background of the Study

The banking segment of Bangladesh can be called one of the most dynamic and challenging but it has a great contribution in the economical development of the country in respect of foreign trade, industrial finance and retail banking services. Simultaneously, it can be also described as being distinguished by the regulatory control, high competition, excessive working hours, and permanent pressure of achieving the performance standards. These aspects ensure that employee motivation and job stress are among the most important concerns of the industry.

In the case of a Shariah based bank such as EXIM Bank where ethical banking and confidence of customers are important, employee performance directly contributes to the organizational recognition and service quality. But the problem of maintaining high motivation and coping with the stress that comes with banking business is not easy. The workers have to juggle between compliance needs, customer demands and organizational targets usually following strict time limits. My internship experience has shown that even the most mundane operations may build up to tremendous workload stress and motivation usually requires recognition, collaboration and career development.

3.1.2 Statement of the Problem

Although employees play a significant role in providing efficient banking services, most institutions have a hard time to balance motivation and job stress. At EXIM Bank, employees of the branches are exposed to repetitive tasks, stringent documentation, and large flow of customers, which may be stressful. Conversely, motivation may be undermined by the lack of systematic incentives or reward systems. When motivation goes down and stress levels rise, it may result in less productivity, less job satisfaction and even increased turnover. Thus, the research is required to explore the particular factors that have an effect on motivation, the causes of stress, as well as the interaction between the two variables in the backdrop of EXIM Bank.

3.1.3 Research Objectives

The objectives are as follows in the study:

- To determine the most critical aspects that affect the employee motivation in the EXIM Bank Limited.
- To explore the key organizational and environmental contributory factors to motivation and job stress in the banking industry.
- To examine how much job stress influences the level of motivation and the overall performance of the employees.
- To use theories of Human Resource Management such as motivation systems and job stress theories to assess and analyze the practical reality of the workplace practices of the EXIM Bank.

3.1.4 Study Scope and Limitation

This research is confined to the employees and the operations of the Malibagh branch of EXIM bank where I was as an intern. It is centered on frontline employees that deal with the routine transactions, documentation, and customer service as these employees are often the most visible to the stress. The research employs a qualitative research methodology which focuses on observation, interviews and secondary research in the form of official reports and publications.

There are also restrictions to the availability of data, employees might not be willing to talk about stress or dissatisfaction because of the professional restrictions. The study does not encompass the thinking of top management or back office departments in the head office that would provide other perspectives. In addition, the internship period was limited in time thus limiting the level of data collection. Nevertheless, these shortcomings do not diminish the fact that the study yields some interesting insights into the connection between motivation and stress in a typical banking environment on a branch level.

3.2 Review of Relevant Literature

3.2.1 Theoretical Foundations of Motivation (Maslow, Herzberg and McClelland)

Maslow

Motivation has been considered one of the most important factors of employee behaviour and organizational performance. The Hierarchy of Needs Theory (1943), by Abraham Maslow, is one of the most influential and oldest attempts to explain human motivation. Maslow theorized that human needs are organized in a hierarchy of needs, beginning with the lower physiological needs, then rising to more sophisticated psychological and self-actualization needs. According to this framework, individuals get driven to meet the lower-order needs and once they have done it, the higher order needs take over behavior.

Maslow determined five needs levels. These are, physiological needs, safety needs, social needs, esteem needs and self-actualization needs. Physiological needs are the most fundamental needs such as food, water, sleep and shelter. These in the work place translate to a decent salary, comfortable working conditions as well as rest breaks. Safety needs include physical and workplace safety which includes secure and stable employment, equitable policies and safety against harm. When these are fulfilled, people want to belong to a society, to have good relations, cooperation and to feel part of the team in the workplace. Esteem needs indicate a desire by a person to be recognized, achieve and be respected, not only from oneself but also others. Lastly, self actualization is the process of individual development and fulfilling of potential, which may be accompanied by chances to develop oneself creatively and have professional independence (Johnson et al., 2018).

The same theory can be applied in the organizational context that suggests that the motivation of employees can be determined by the level of need satisfaction in the workplace. As an example, when workers have problems with job security or inappropriate wages, other more advanced motivational needs like recognition or development could be secondary. On the other hand, when the basic needs are met periodically, employees are inclined to pay attention to self-development, leadership and innovation. The model by Maslow thus offers a critical point of reference that managers can use to learn and formulate policies that would help reconcile the organizational objectives to the intrinsic needs of the employees.

In the banking industry, Maslow's framework is more applicable through institutions such as EXIM Bank. Banks work in very organised, competitive and service oriented environments where employees are subjected to high workloads, have set targets as well as being in constant contact with customers. In the case of banking professionals, physiological and safety needs are met by providing a stable salary, employment stability and controlled work conditions. The needs at higher levels such as esteem and self-actualization are however satisfied in terms of promotion at work, recognition of performance, training opportunities and a favorable working culture. The capacity of the management to balance these needs has a direct impact on satisfaction of employees as well as productivity and loyalty to the organization.

The theory provided by Maslow is also the conceptual bridge to some further parts of this study, especially the discussion of motivational forces and stressors in the EXIM Bank. Differences in job satisfaction, job performance, and stress resilience can be understood by knowing how employees rank their needs and react to them based on their hierarchical needs. Simply put, the model developed by Maslow provides the psychological background behind the understanding of the complicated interaction of motivation and work stress, the interrelationship that will be examined in the following parts (Johnson et al., 2018).

Herzberg

The Two-Factor Theory of Frederick Herzberg (1966) offers an influential model on the subject of workplace motivation and job satisfaction. Herzberg theorized that there are two categories of factors that employees have in relation to their jobs, motivators and hygiene factors. The motivators, also known as intrinsic factors, can be connected with the job itself including achievement, recognition, responsibility, growth, and advancement. In their presence, they create satisfaction, engagement and greater performance. Conversely, hygienic factors or extrinsic factors are those related to the job environment including pay, organizational policies, supervision, human relations and working environment. When they are absent, they cause dissatisfaction but even their presence does not always necessarily create motivation.

The gap between the two dimensions that Herzberg developed changed the idea of employee behavior. It indicated that removal of factors that create discontent like better pay or working conditions does not result in the formation of real motivation. True motivation is attained by making the job content stimulating, and giving the employees opportunities to grow, be acknowledged and make a countable contribution. This theoretical distinction is central to contemporary organizations and banks are no exception because job satisfaction is often dependent on an adequate support system and intrinsic motivation (Johnson et al., 2018).

This theory is a useful interpretive tool in the context of banks to understand the interaction of motivation and stress in employees. The banking environment is usually organized, goal oriented and tight and both extrinsic and intrinsic factors are significant. To ensure stability and avoid burnouts, hygiene factors like equitable pay, effective policies, supervision and good relations among peers are the key elements. Yet, what employees actually respond to in order to illustrate above expectations performance is the motivators like a chance to develop skills, performance recognition, and career growth. Once the management manages to create such motivators, the employees will tend to feel a sense of achievement and fulfillment even in a stressful situation.

The model developed by Herzberg also includes the explanation of why not all banking professionals turn to be devoted and efficient even under the pressure of work. Intrinsic satisfaction that comes with meaningful work or acknowledgment may cancel the pressure of the outer forces. On the other hand, dissatisfaction with hygienic factors accumulates rapidly when hygienic factors are overlooked e.g., a lack of managerial support, uneven policies and more occupational stress and lower morale.

In general, the theory by Herzberg emphasizes that the management of motivation should not focus solely on the external factors but should also take care of the psychological development of employees and their sense of mission. In the case of EXIM Bank, motivation, job stress reduction, and long term employee satisfaction is possible by matching job design, reward programs, and supervisory practices with intrinsic needs and extrinsic needs (Johnson et al., 2018).

McClelland

Another theory which has been of great help in explaining how employees get motivated in an organizational context is a theory known as the Three Needs Theory (1961) by David McClelland. McClelland put forward three overwhelming motivational needs namely, the need of achievement (nAch), the need of power (nPow) and the need of affiliation (nAff). Though all these three are present in every individual, one tends to be dominant and dictate the behavior of that person in the workplace.

The achievement needs to show the ambition of a person to be great, to set high goals and achieve success by his personal efforts. Employees who have a high achievement orientation are driven by work that has clear objectives, measurable results and work feedback. Nevertheless, when these employees have been subjected to the environment that allows low rewards regarding recognition or development as is the case in some institutional structures such as banks, they tend to get frustrated or stressed because of unfulfilled intrinsic needs.

The need for power refers to those people who want to be influential and make a difference in others. Individuals who are driven by power usually excel in leadership or in decision making. In case their need to be in control is properly channeled, for example in the direction of mentoring or enhancing team performance, it may result in increased productivity and organizational effectiveness. Nonetheless, when they are not allowed to exercise their free will or their input is not taken seriously, then it may result into dissatisfaction or competition on teams (Johnson et al., 2018).

Affiliation need underlines the necessity of a strong desire to be related closely with other people, a sense of belonging, as well as social harmony. High affiliation needs employees are more likely to work well in a collaborative and supportive work environment. They cherish group work and are less likely to engage in conflict but might not work well in situations where pressure is high or where the work environment is impersonal, as is especially the case with the structured, target-oriented banking sector.

In the case of banks, the theory formulated by McClelland can be used to understand why employees have different motivational patterns. Some might be achievement oriented and want to be recognized by performance goals or promotions, or some may be affiliation oriented and appreciate supportive co-workers and a good working environment. Managers should be able to identify and balance these needs in order to maintain motivation and reduce occupational stress. As an example, placement of achievement-oriented employees in goal-oriented projects, power-oriented employees with leadership roles and affiliation-oriented employees with a feeling of belonging to a team activity can boost morale and productivity at the same time.

Work design should be consistent with the prevailing motivation needs of employees in high stress settings like banking where working long hours, customer pressure and compliance requirements are the norms. Knowing these driving factors, the management of the EXIM Bank will be able to take a more personalized approach to motivation and make the employees feel valued, empowered, and connected thus enhancing job satisfaction as well as organizational success (Johnson et al., 2018).

3.2.2 Occupational Stress Models (Karasek and Lazarus)

Karasek

One of the most influential models of work environment contribution to employee stress and well-being is the Job Demands Control (JDC) Model proposed by Karasek (1979). According to the model, job strain occurs when job demands combine with workload, time pressure, role conflicts that employees experience and job control or how much autonomy the employees have in determining how they are going to perform their jobs.

Karasek identified the worst scenario as when workers have high demands and low control resulting in what he referred to as high-strain jobs. Workers find themselves in stressful situations with limited control to make decisions, leading to exhaustion, anxiety, and decreased job satisfaction in such positions. On the other hand, high demands and high control jobs termed as active jobs can facilitate learning, skills building and motivation as workers are challenged but on the other hand enable them to handle their work on their own. Low demand and low control jobs are termed passive jobs which are usually associated with boredom and lack of engagement because of a sense of lack of stimulation or responsibility (Kain & Jex, 2015).

The Karasek model is especially applicable in the banking industry. Employees serving customers and in the operations department often perform with heavy work loads, deadlines and performance pressure and little control of procedures or decisions made by the clients. These circumstances may lead to work pressure, emotional fatigue, and low output. Meanwhile, managerial or analytical positions offering greater autonomy are more likely to be active jobs promoting motivation and personal development instead of stress.

In the case of organizations such as EXIM Bank, the JDC model throws emphasis on the need to strike the balance between job demands and sufficient decision making freedom. The high demands can be alleviated by giving employees more control like involvement in the decision-making process, allowance in the execution of tasks or providing supervision. Not only does this balance decrease stress at work but it also increases employee satisfaction and performance which is consistent with the larger objectives of having an efficient and motivated banking workforce (Kain & Jex, 2015).

Lazarus
According to the Transactional Model of Stress developed by Lazarus and Folkman (1984), stress is not necessarily a direct reaction to the forces of stress but occurs as a consequence of cognitive evaluation of those forces by the individual. In this model, stress arises as a result of a dynamic process between the individual and the environment where the individual is constantly assessing whether the demands that he or she encounters are beyond his or her capacity to cope.

This starts with the primary appraisal where a person thinks that an event or a situation is a threat to their well-being. When the situation can be seen as potentially destructive or demanding, a secondary appraisal occurs which evaluates the coping resources and choices that the individual has. These appraisals can define how an individual perceives and reacts to stressors by either controlling or processing emotions, solving problems or avoiding them. To be precise, stress occurs when one perceives the demands of a situation to be greater than the perceived capability to handle the demands of the situation.

This model emphasizes the subjectivity of stress in the workplace environment. Two employees can be under the same strain or pressure but have vastly different stress levels based on their perception of the same and how they manage to handle it. This renders the transactional model especially useful when comprehending the occupational stress on banking wherein workers are frequently pressured by clients, achievement goals and regulatory requirements. The way an employee views these issues as developmental possibilities or risks to health and well-being is a major determinant of the experience of stress.

This structure is useful in the case of EXIM Bank to understand differences in the stress responses between employees. Workers who feel that they can deal with heavy workloads and those who feel that their colleagues or supervisors support them are less likely to become stressed. On the other hand, individuals who perceive similar demands as overwhelming or uncontrollable tend more likely to be anxious, burned out or disengaged. Therefore, the transactional model indicates that organizational support, training and positive coping mechanisms are significant in decreasing stress and fostering psychological resilience in the banking setting (Goh et al., 2012).

3.2.3 Empirical Studies on Motivation–Stress Dynamics in Banking

Empirical studies indicate the existence of a definite though complicated association between job stress and motivation in a banking industry. Stress does not only deter performance but also erodes any motivation by employees towards job performance, job satisfaction and finally organizational commitment.

Some studies provide some insight into the working of these dynamics as shown below:

The Roles of Stress Management and Motivation in the Bangladeshi Banks
Different commercial banks in Bangladesh employed 480 employees in an analysis which is applying multiple regression on SPSS provided that stress and motivation are both important and positively correlated to the performance of banks. Another outcome of the study was that the loyalty and commitment of employees is enhanced when the banks have strategies in place to minimize the stress and improve the motivational aspects (Akter, 2023).

Effect of Stress and Extrinsic Motivation on Organizational Commitment
In a research study it was found that extrinsic motivation like compensation, recognition was associated with higher levels of stress which were also related to higher commitment to the organization. Interestingly, although stress tends to reduce commitment, the same can be mitigated by extrinsic motivators (Kanwal & Shar, n.d.).

The Determinants of Employee Job Satisfaction in Bangladeshi Banks Sector
(Begum et al., 2023) conducted a survey of 160 employees of banks, both public and private, in Bangladesh. They discovered that job stress particularly, supervision, job pressure, job security and training and development have a strong impact on overall job satisfaction. On the other hand, the compensation, benefits and working environment did not predict the satisfaction in a uniform manner in some banks. This indicates that stress and motivation factors do not always match in all situations.

The Impact of the Performance Appraisal Systems on Motivation and Retention
Around 110 employees of private banks in Bangladesh were examined and they discovered that fair performance appraisal, feedback, rewards and clear career development paths greatly enhance motivation of employees, as well as their retention rates. The latter also seem to alleviate the undesirable consequences of work stress in the case when workers believe that their work is appreciated and that they are fairly rated (Hossain & Islam, 2023).

The Impact of Pay Inequity on Motivation
(Rashid, 2024) compared the conventional and Islamic banks in Bangladesh using 443 respondents. The research found that pay disparity has adverse impacts on motivation of

employees. Moreover, when pay equity was managed in a better way it led to the recruitment of more motivated employees in Islamic rather than in conventional banks. This has a consequence on the interaction between extrinsic factors and perceived fairness, which could be moderating stress.

High-Performance Work Systems and Employee Performance

In another research it was discovered that perceived high-performance work systems (HPWS) are associated with increased psychological empowerment, trust in managers, affective commitment and eventually improved employee performance. Even though it is not directly stated, HPWS can be regarded as a combination of motivators and resources, which might serve as stress buffers (Khan et al., 2023).

3.3 Research Methodology

3.3.1 Research Design (Qualitative Approach)

The research design used in this study is qualitative research design aimed at understanding the relationship between job stress and employee motivation in EXIM Bank. The qualitative method is suitable as it allows one to gain a deep insight into the experiences of employees, their perceptions, and attitudes as opposed to a study that uses numerical values only. The aim is to reduce the factors that influence motivation and stress dynamics in the workplace with interpretive insights.

3.3.2 Data Collection Methods

This study used both primary and secondary data. The primary data were gathered by the use of semi-structured interviews with four employees who were representing diverse departments, Cash, General Banking, Investment, and Foreign Trade. This combination guaranteed diversity of different views among functional roles. The interviews were based on the insight into work routines, the perceived motivation causes, frequent stressors and coping mechanisms. The sessions were about 10-20 minutes and were conversational in nature to promote open responses.

The secondary sources were used to collect secondary data in the form of organizational reports, the official site of EXIM Bank, published articles on research, and literature related to employee motivation and stress in the banking sector. These resources were used to give background and assist in interpretation of the major data.

3.3.3 Sampling Strategy and Profile of the participants

The participants were selected using a purposive sampling technique because they could give insightful information since they are directly engaged with the customers, documentation, and operating procedures. The four interviewees had two female employees among them which guaranteed some gender representation.

3.3.4 Data Analysis Technique

A thematic analysis was employed to analyze the responses obtained in the interviews in order to determine, interpret and generalize the themes in the data and to classify the research data. The responses were coded into significant themes like motivating factors, factors that induce stress, coping and organizational support. Themes were then contrasted with the information provided by the available motivational and stress theories (Maslow, Herzberg, McClelland, Karasek and Lazarus) to establish conceptual relationships and find common patterns.

This methodology is qualitative and interpretive, which made me explore the presence of motivation and job stress in the context of real-life operations of EXIM Bank.

3.4 Findings and Analysis

3.4.1 Motivational Drivers Identified at EXIM Bank

This section brings together the data of the interview and connects it to the general theory of motivation. The accounts given by employees of their day-to-day activities show a blend of intrinsic and extrinsic motivation. Some of which are being satisfied at EXIM Bank and the rest which are severely lacking, and altogether they give a picture on how employees react to pressure, take initiative and remain with the company.

Accountability and mission (intrinsic driver)
One notable aspect of interviews was the feeling of responsibility in the staff, and the members of the staff who dealt with time-sensitive work of transactional nature. Employees at Foreign Trade trade who deal with import and export documents confessed the first and last week of a given month as being very stressful, since a lot of garment factories make payments to the workers during that time. Employees complained that they frequently go to work despite feeling ill due to the fact that a late payment has immediate and observable damage on a vast number of employees. The spillovers make the job appear urgent and ethically significant. On the other hand, investment officers are pleased when a project that they have assisted in financing is performing well as it is a confirmation that their effort and judgment is being justified. Cash officers however reported that they are motivated by the fact that they are entrusted with handling huge amounts of cash without any errors or misconduct. This “I need to get this done” attitude is a strong intrinsic motivator. It creates a sense of ownership, pride in doing a good job, and a readiness to take a short-term hit to help customers and other people. This is a traditional motivator (work itself, responsibility) in Herzberg language and in the language of Maslow it strikes the esteem and parts of self-actualization.

Rewards, respect and recognition gap
The supervisor appreciation was always mentioned by employees as a stronger motivator than official promotion pledges. One of the foreign trade officers said that client and seniors' recognition following resolution of a difficult LC case is what drive her more than financial rewards. Similarly, general banking employees noted that they are indeed motivated when their frequent customers compliment their productivity or when they seek their services on a personal basis. In situations where visible and timely recognition even of token gestures by the managers can be observed, the staff members report higher morale and an additional discretionary effort. On the other hand, some of the respondents reported that there are slow promotions and hardly any appreciation of work above and beyond. High performers believe that they are not given due

credit and at times are not fully utilized. This disengagement kills motivation in the long run. The interviews demonstrate that recognition is inexpensive but powerful, it directly satisfies the esteem needs (Maslow) and acts as Herzberg motivator (recognition), and its lack further exacerbates dissatisfaction provided that hygiene needs are satisfied.

Achievement impulse, training and career development

Most of the employees are interested in professional development that is structured and consistent but in practice the training at EXIM Bank is mostly reactive such as training on IT or software training is offered when a new system is being implemented, but not much in terms of regular workshops or seminars and there is no formal learning calendar. Foreign trade work will require the staff to sometimes read Bangladesh Bank circulars or study letter-of-credit (LC) procedures independently. The bank disseminates the policy, but leaves staff training to themselves. That creates two effects, the achievement driven employees will independently upskill (McClelland need achievement) and others who lack time or resources to do so will become frustrated. Higher-order needs (esteem and self-actualization) would be hampered due to the absence of systematic career development and regular progression and this would contribute to the probability of ambitious staff considering other locations.

Working conditions, remuneration and employment security (hygiene factors)

According to interviewees, the working conditions at EXIM bank are comparatively better than at some of the competitors. Salary on the other hand, is viewed as industry average and not special. Some of the employees remarked that other banks might offer better compensation but in most cases, they accompany improved pay with greater work stress. The balance of pay and relatively human conditions of EXIM make it appealing to many. According to Herzberg, salary and working conditions are hygiene factors to avoid dissatisfaction but in itself not enough to establish real motivation.

Intimidation, job design and control boundaries

The employees talked of a workplace where no one pressures them and that they can largely work on their own and deliver their work. However, the work itself has its own rigid time regulations, the LC entries are to be made in real time on the Bangladesh Bank dashboard, the end of month reporting is not to be delayed, and customer transactions are to be increased as soon as possible. The same can be said of the cash officers who are also under stringent supervision because of the sensitive nature of their duties and there is no room to make mistakes. Simply put, there is autonomy in extent with regard to the manner in which the work is carried out but external reporting and deadlines severely constrain the actual breathing space. In the Karasek model, most bank jobs have both high demands and some control (an active job) which may prove motivating when it has resources but lacks sufficient control during a surge of workload. The strain cannot be countered by control, and motivation declines.

Sense of belonging and comradeship

One of the strongest responses was the power of peer support which was consistent. Employees underline that their colleagues are hospitable, helpful and ready to cover one another at times of high demand. This social support is a significant buffer. It fulfills the belongingness (Maslow), enhances the everyday resilience and serves as an informal source that assists employees to cope with stresses and stay inspired in case formal supports are also weak.

Family and gendered questions

Feminine workers emphasized the usefulness of convenient HR flexibility such as the management does accommodate transfer requests at times so the spouse can be situated in the same city. They also expressed their worries about maternity and child care assistance, long term unpaid leave or absence of day care facilities may be a hindrance to long-term participation. These concerns demonstrate that organizational policies that are not directly involved in the actual job design such as family friendly policies, leave policies, have a direct impact on whether employees are safe and can engage in higher-order motivations.

Altogether, motivation in EXIM Bank is highest when work is meaningful, employees are timely appreciated, and there are evident skills development opportunities. Hygienic factors include sufficient pay, decent working conditions and simple managerial support, which are not enough. Predictable career progression, frequent training, particularly of trade and LC work, formalized recognition schemes, and special attention at foreseeable points of stress, temporary staffing, rotation, periodic breaks should become top priorities to transform responsibility and professional pride into long-term retention and increased performance at the bank. Such interventions would fit in Herzberg motivators, be at a higher level of Maslow hierarchy and allow the achievement-oriented employees to thrive instead of quitting.

3.4.2 Major Job Stressors Reported by Employees

The interviews and observations have shown that the employees at EXIM Bank are exposed to various sources of job-related stress, most of which are a direct effect of the nature of banking operations, organizational expectations, and customer service requirements. These are structural (associated with job design and workload) and contextual (associated with organizational environment and external pressure) stressors that influence daily employee experience and determine their well-being and performance.

Work pressures and peak-period pressure.
One of the main stressors expressed by personnel is the level of workload especially during the high stakes like first and last week of the month or during festive seasons like Eid. These are the times when the employees of garment factories receive their salaries or bonuses. This is why there is an inevitable overload of transactions that have to be made accurately and on time. Workers called these times physically and psychologically stressful where they could not afford to make a mistake. Cash department employees also echoed the same stress and said that their job requires them to be accurate at all times under supervision and not to make any errors. Even the clerical activities which could otherwise be routine are under pressure as a result of the number of customer interactions and the need to be done on time. Some of the staff also mention that temporary pressure can help them to work hard but continued heavy workloads make them feel more exhausted, prone to error and may have adverse effects on physical and mental health.

Customers and client orientation.
Another issue that was raised by employees was the stress related to customer service as EXIM Bank is very client-focused. Employees will be expected to put customer requirements above internal processes and sometimes they may be asked to serve the needs of customers in other departments or multiple customers at the same time. Employees are supposed to offer assistance even when the needs of a client are beyond their direct duties which puts pressure on them. The cognitive and emotional burden of work increases due to this requirement to be in constant contact with the client which raises the stress levels in the long term.

Procedural limitations and time limits
Banking is characterized by transactions that involve activities like handling Letters of Credit (LCs) or fulfilling real-time reporting on the Bangladesh Bank dashboard which puts rigid deadlines. The workers have no room to spare as they have to complete the entries before the cut-offs of the branch or regulation. According to investment officers, their duties were said to be independent and ruthless and any little slip can turn into monetary loss. Although the staff has some freedom in how they carry out their work, the work itself already creates certain limitations. Failing to meet deadlines or make some mistakes can negatively impact the bank and its customers.

Inadequate career development and appreciation

One of the themes associated with stress is that an individual feels that their personal developments are not moving at the desired speed. They are not getting promotions, and they are not receiving any form of recognition based on high-performance. Employees have claimed that good work is not rewarded and there is hardly any opportunity to develop a skill or even to be trained formally. Employees need to understand new regulatory circulars to a large degree with little systematic assistance of the bank. This sense of being undirected and not formally recognized may escalate the frustrations and mental stress of the worker who is high performing and needs to grow and master.

Monotony and role rigidity

Banking jobs have few or no variation or rotation. The employees reported that repetition of the same functions day by day like handling queues, performing routine transactions or having an administration role diminishes their engagement and may lead to mental exhaustion. For some employees their stress is worsened by a lack of exposure to various functions or learning experiences since this lacks skill development and makes one feel that he is not progressing.

Striking a balance between work and gender-related stressors

The female employees emphasized work-life balance stressors, such as transfer policy, maternity leave, and childcare issues. Although in some instances, EXIM Bank is flexible, for example transfer allowances to meet family requirements, some loopholes in official policies like daycare or paid leave are present. Such contextual stressors affect motivation and cause chronic stress to employees who have to maintain a balance between personal life and work pressure.

Human relationship and organizational relationship

Though peer support was always cited as a good buffer that reduces stress, employees also indicated that the management, though usually supportive, is conservative and stringent. The high expectations, regulatory pressure, and internal process constraint may cause tension especially when employees feel they are not being given the recognition or overworked.

In general, job stressors at EXIM Bank are primarily caused by high workload, the demand to satisfy clients, strict time-limited processes, the lack of career growth opportunities and situational personal issues. Although certain stressors may produce a short-term focus and performance boost, being exposed to stress particularly in its association with under recognition or lack of training heightens burnout, absenteeism, and diminished job satisfaction. The results have stressed out that effective stress management systems should be based on both operational and organizational levels with respect to workload allocation, recognition, training support, and policies that address work-life balance.

3.4.3 Interrelationship between Motivation and Job Stress

Motivation and job stress are not two independent things but they dynamically interact, reinforcing or weakening each other in different situations. The interview data collected at the Malibagh branch of EXIM Bank demonstrate that the motivational drivers and stressors are interwoven and the previous empirical studies can be used to explain why such interaction takes place.

Based on the interviews, when employees are highly committed to the financial timing of customers it becomes a powerful intrinsic motivator. However, during the same time, workload peaks, stricter deadlines, emotional pressure are stress triggers. Some employees went to the extent of admitting that stress can at times improve their motivation. However, such an increase is short-lived in the long run, stress results in poor performance, makes mistakes, and damages well-being.

This trend is reflected through larger literature. Other researchers observe that stress and motivation have an inverted U shape. Moderate stress may arouse effort and concentration, excess or lack of stress will decrease motivation and performance (Yi et al., 2024). The others contend that too much stress wears employees out, makes them demotivated and hence burnout or disengagement (Putra et al., 2023).

A country specific study concludes that workplace stress, job satisfaction, and motivation are closely interconnected and that the banks should balance the policies of motivation at the same time managing stress in order to maintain the performance (Mahtab, 2025). The validity of the hypothesis is also supported by another local study of the commercial banks of Bangladesh which adds that motivation and management of stress are positively and significantly associated with the performance outcomes (Akter, 2023)

The combination of theory makes it better understandable. Based on the model created by Lazarus, motivation can increase or decrease depending on whether a stressor provokes or discourages motivation which can happen when an employee evaluates that an increase in demands is a challenge and not a threat. According to the model by Karasek, when the demands are high and there is low control then strain should follow. However, when the person has some degree of control (or autonomy) then the experience may change into active job instead of chronic stress.

Stress is buffered by motivational variables such as recognition, responsibility and peer support in the environment of EXIM Bank. Workers have even indicated that even minor forms of appreciation by the managers enable employees to keep up with them at times of maximum pressure. On the other hand, failure in terms of appreciation or advancement of career transforms stress into de-motivator.

Motivation and stress are at a close feedback loop in EXIM Bank. Moderate stress of meaningfulness related to purpose may drive motivation. However, when stress surpasses coping mechanisms in purposefulness, the motivation breaks down. The management trick here is to design work, rewards and support systems in such a way that stress would remain within that motivating band and not be pushed into one of its destructive overloads.

3.4.4 Impact on Employee Performance and Job Satisfaction

The results of the interviews and observations conducted at EXIM bank indicate that motivation and job stress have a strong impact on the performance of the employees and their job satisfaction. In the organized and stressful workplace of the bank, the result of the performance of employees is determined by the ability of motivational factors to offset or mitigate the impact of work stresses.

The sense of duty and responsibility proved to be the powerful intrinsic motivators that have a direct positive impact on the performance in EXIM Bank. Employees have stressed on their devotion to accuracy and punctuality in dealing with transactions even during pressure situations like at the end of the month and even during festive seasons like Eid. A foreign trade officer said that when a client has his LC cleared successfully there is no better feeling than that, and a cash department worker said that it gives him the incentive to be careful and keen as he is entrusted with handling such big amounts of money. Equally, one of the investment officers has stated that when a project that has been financed is doing well, it gives them a sense of accomplishment and interest. This responsibility leads them to work extra hours and maintain the performance even when they are tired or ill. This kind of behavior is achievement-oriented motivation which is converted into greater work efficiency and dependability. Nonetheless, once this responsibility is constantly challenged with no proper recognition and rest, the same feeling of responsibility might turn into a state of emotional burnout and undermine long-term satisfaction.

The other important learning is that recognition and appreciation contribute to the development of job satisfaction. When regular customers directly ask them to help them, then that gives them more confidence and drive. Workers in various departments indicated that appreciation by superiors coupled with greater promotion is a strong motivator that boosts morale. The incidence of disengagement can occur when recognition is lacking, though as a result of the feeling of stagnation or underappreciation. This is in line with the intrinsic motivation concept as advanced by Herzberg who adds that employees at the EXIM bank are more likely to be satisfied with the recognition of the contribution they make to the organisation rather than through compliance rewards. The lack of regular promotion or clear promotion policy has thus been a critical element towards the factor of performance consistency as well as loyalty.

An indirect but important role in performance also goes to the training and growth opportunities. Some of the workers complained about the absence of formal learning programs or workshops. Foreign Trade employees need to study Bangladesh Bank circulars or international trade documents on their own. The investment department officers also contributed by saying that although their job requires a constant learning process as there is always a client project to carry out, bureaucracy tends to suppress creativity. Training is usually responsive like the introduction of new software or changing the regulation and is not based on a long term developmental plan.

This restricts the employees in their quest to improve skills and address the changing banking needs, which subsequently impacts confidence and job satisfaction. The performance rates of the employees who decide to self educate themselves or attain certain professional certificates are frequently higher, yet the lack of the support of developing their career arranged by the bank diminishes the level of overall motivation.

The results show that there is a compound dynamic on the stress-performance axis. Certain employees, especially in Foreign Trade, admitted that moderate stress enables their concentration and motivates them to meet the deadlines effectively, an occurrence commonly known as positive stress. But at higher levels, the work load starts becoming unmanageable and this increases performance to the point of fatigue, mistakes and lack of concentration. This was notably during times when there were high volumes of transactions being made or where customer interaction was paramount, whereby employees reported of being under constant pressure of ensuring that they made the clients happy at the expense of procedure comfort. This culture of serving clients-first, as much as enhancing quality of service, imposes long term cognitive and emotional strain to staff members, which over time, can diminish job satisfaction.

The organizational climate also has an impact on employees' stressful experiences and reactions. One of the shared positive themes of the interviews was the positive peer culture whereby the colleagues tend to come together and assist each other during the workload rush. The camaraderie in this case serves as an informal coping mechanism, keeping morale high and performance constant even when things are at their highest. However, workers also observed that the management is still very conservative and strict in its approach to welfare or flexibility programs especially when it comes to gender sensitive matters like maternity leave, extended leave or daycare facilities. Such organizational loopholes add to the latent dissatisfaction, particularly to female workers who struggle to strike a work-life balance.

Altogether, the dependence between motivation, stress and performance on the EXIM Bank can be concluded as a correlation between the intrinsic satisfaction and structural strain. When appreciation, solidarity of peers and management practices to employees allow them to measure their level of responsibility, the employees will be productive and committed. But the lack of promotion prospects, stress that is endured over long periods and slow cycles of recognition work slowly undermine that satisfaction and reduce the quality of performance. To maintain productive performance, the EXIM Bank can intensify the non-monetary motivational forces especially recognition, rotation and professional development and implement specific stress reduction measures like flexible working hours, frequent rest, and improved welfare schemes. The bottom line is that the employees of the bank will deliver their best when they feel that they are valued, trusted, and empowered instead of being controlled. Therefore, job satisfaction in the EXIM Bank is not fixed, but dynamic and varies with the manner in which the organization balances between pressure to perform and human need to feel valued, supported and safe.

3.5 Discussion

3.5.1 Interpretation of Findings in Light of Existing Literature

The themes identified in EXIM Bank are quite similar to those recorded in previous studies and also show specific peculiarities determined by the organizational context and the lack of resources.

To begin with, job stress has been found to have a negative effect on banking performance in some studies carried out in Bangladesh. As an example, in an article researchers find that the primary stressors are workload and extended hours and that the inverse of stress has a statistical significant negative relationship with employee health and long-term performance (Rahman, 2013). This confirms our observation that heavy workload is a detrimental factor to performance and satisfaction at EXIM. Similar stress performance trade-offs in a banking environment are also identified in another study titled Job Stress Factors and their Impact on Employee Performance: Banking Sector in Bangladesh southern area (Das et al., 2024).

On the alternative side, motivational contributions are buffering. The employees who feel overworked and pressured by performance criteria lose their levels of satisfaction unless the work is backed by strong leadership and appreciation (Mahtab, 2025). That fits well with what EXIM interviews showed about recognition when the boss extends appreciation, employees would feel more resilient.

Another study concludes that job satisfaction, empowerment and emotional intelligence have a positive influence on performance within the Bangladeshi banks (Islam et al., 2022). Explicitly, the concept of empowerment in EXIM comes in the form of flexibility in the execution of tasks or peer-level autonomy, which moderates the level of stress among managers who provide partial decision-making autonomy. The moderated autonomy was visible in the case of EXIM as investment officers stated that they had slightly freedom in making decisions whereas employees of the cash department stated that their work was strictly regulated but being trusted with the responsibility to manipulate significant amounts of money without mistakes, they felt more of an ownership.

Nevertheless, moderate stress can sometimes lead to a complex and curvilinear effect. When employees are moderately stressed, they can work harder but when they are overstressed, motivators become congested. Other EXIM employees confessed that they did indeed perform better in short bursts under some form of pressure but this was not sustainable. It is implied in the literature on stress in service industries and banking where we can see similar dynamics where moderate stress, at times, has been associated with temporary rises in output (Vinod & Ambatipudi, 2028).

In general, the literature justifies my EXIM-based conclusions:

- Job stress can only be negatively affecting performance unless it is countered by a strong motivational reinforcement.

- The intrinsic motivators such as recognition, meaningful responsibility and development play a bigger role in long term engagement.

- Structural supports that contribute to resilience are adequate in autonomy, equal treatment of the HR practice, and emotional support.

3.5.2 Contextual Insights Unique to EXIM Bank

Though the majority of the motivation stress dynamics at EXIM Bank are comparable to the dynamics observed in the context of the private banking industry in Bangladesh, there are several contextual factors that make the internal environment of the organization unique. These findings, coupled with observation, will provide a more accurate explanation of how the institutional culture of the Exim, its policies and operational structures impact the daily existence of its employees based on the interviews of the employees.

Empathic Management and Human-Centered Flexibility

One aspect that came up repeatedly during employee interviews is that the management at EXIM Bank is perceived to be significantly more empathetic and accommodating than usual despite their traditional style. According to the employees, the leadership is understanding when it comes to health matters, family crises or issues of transfer. The flexibility in terms of intercity transfers like accepting requests to stay in the same city as a spouse is to give the female employees a feeling of job security and loyalty especially among those employees. This is a small but important difference with most other banks where strict transfer policies are usually in place and do not consider the personal situation. They are also usually considerate of their personal interests in case of emergencies or family occasions. This compassionate flexibility is an element of people-focused which promotes trust and belongingness among employees which is in line with the moral character of EXIM as a Shariah-based bank.

Focus on responsibility and ethical service propagated in culture

Employees reported a high level of moral obligation to the needs of the customers, even though this may impose extra workload or emotional stress on them. This culture of social responsibility whose concerns are first about the customers and the image of the bank stands out among other institutions which might have a culture that is more commercially aggressive. It implies that intrinsic motivators at EXIM are not related to personal success only, but also to ethical pride and shared responsibility.

Delays in Promotion and Career Acceleration

Although the culture that surrounds EXIM Bank is supportive, the bank seems to be plagued by bureaucratic slowness in its performance recognition and promotion policy. Employees complained of long promotion periods and low visibility in the promotion criteria. Such stagnation discourages the motivation of the high performers and leads to disengagement in a mild form in the long run. The problem appears to be structural and not interpersonal as a by-product of centralized HR decision-making and gradual harmonization of pay structure between branches following a merger.

Gap in Gender Sensitivity and work Life Balance

The female employees especially indicated areas in which the bank can enhance inclusivity such as lack of daycare centers and unpaid maternity leave after a specific period of time. These informal gestures can never replace institutionalized gender sensitive policies though the management demonstrates good willingness to accommodate personal requests. This disconnect is one of the main gaps that EXIM can engage in building its reputation as a forward-thinking employer without losing its Islamic value base.

Branch Culture and Operational Workload

The employees of EXIM that work in the branches are exposed to various stress factors when compared to their colleagues at the head office. On the one hand, they enjoy the tight-knit teamwork and peer support but on the other hand, they must cope with the repetitive clerical duties and heavy customer frontline activities especially when the transaction is high. The high job demand and middle autonomy duality characterize what the model by Karasek refers to as active jobs. Such arrangement may be rewarding in the short-term but may cause burnout without staff rotation or backup staff.

Skill Development and Gaps in Training

The training in EXIM is still rather reactive. Training of employees is only done when new technologies or other regulatory changes are implemented but not on ordinary training in professional development. It creates restrictions on the opportunities to develop and learn in a structured manner, which means that ambitious staff have to train to receive banking certifications on their own. This individual motivation in the form of such self directed learning is an indicator of individual motivation as well as an indicator of no institutional commitment to employee development in the short term.

Narrowly speaking, the engagement of the employees of the EXIM Bank is characterized by a blend of organizational understanding and structural stability in the form of a culture of ethical responsibility and personal comprehension and lacking in terms of the organization of the workflow and career growth. These situational details demonstrate how motivation and stress are in a fragile equilibrium in the bank. They are loyal and proud of their bank but are subtly inhibited by the rigidity of procedure and a lack of ways to grow as employees.

3.6 Conclusion of the Project Study

The current work has delved into the complex nature of the relationship that exists between employee motivation and job stress in EXIM Bank using the qualitative perspective of employees at the branch level. The results demonstrate a subtly balanced state between dedication and restraint in a workplace that has a combination of ethical obligation, collegiality, and managerial compassion with inflexibility, heavy workloads and a low career ladder.

The motivation at EXIM Bank seems to be driven more by intrinsic rather than by financial incentive which include accountability, meaningful work and interpersonal solidarity. Employees have a sense of mission in the work they do especially when they are attending to clients whose survival is dependent on punctuality in service delivery and this constitutes an underlying ethical obligation and professional pride. However, continued gaps in the recognition, promotion and official training dull this inspiration as time passes, slowly diminishing the motivation and involvement.

Although job stress reported at EXIM Bank is sometimes a short-term driver of performance when things are going well, the situation is long-term when the bank is in full operation. Intensity of work load, rigidity of procedures and customer pressure are all sources of emotional strain and it is especially exerted when employees are not equipped to handle them with resources and power. But given the presence of positive peer relationships and understanding management the impact of this stress can be alleviated to enable the employee to remain resilient in an otherwise challenging workplace.

All in all, the paper ends by concluding that motivation and stress are interdependent consuming forces in the organizational structure of EXIM Bank. In the event intrinsic motivators are developed by means of recognition, developmental opportunities, and sense of belonging, developmental stress can be handled and even helpful. However, this motivator is not addressed and burnout and disengagement become the results of stress. Such a sustainable employee performance is therefore not possible via workload control only but by developing an environment in which employees feel appreciated, trusted and empowered to develop.

Chapter 04
Conclusion

4.1 Summary of Key Findings

This research study aimed at finding out the connection between job stress and employee motivation in the scenario of the EXIM Bank. The results are rather intricate yet steady. The staff is highly professionally committed and ethically responsible despite operating under a stressful and even limiting organizational structure.

The analysis showed that there were common trends within the departments. Foreign Trade officers were driven by managerial acknowledgement and positive client gain, General Banking employees were driven by efficiency and client satisfaction, Cash Department employees were driven by trust and precision, and Investment officers were driven by autonomy and learning prospects related to project results.

The main motivation sources at EXIM Bank are relatively intrinsic motivation sources like accountability, work pride and shared sense of responsibility towards clients. Supervisor appreciation, teamwork and fairness are also significant to maintain morale. Nevertheless, the research determined that extrinsic motivators, promotions, pay increments and official rewards are not common and timely in the eyes of the employees. The ensuing imbalance is prone to frustrations and particularly among achievement-oriented employees.

The other big issue was training and development. Although the bank has been offering reactive training based on changes in technology or regulations, a number of employees indicated a desire to have proactive skills development and learning opportunities. Professional growth, which is necessary to satisfy higher needs (Maslow), is prevented by the absence of a systematic, systematic system and the realization of self-actualization is limited.

Stressors on the other hand are structural and functional. The pressure always comes because of high workloads in the time when salaries are paid, strict regulatory requirements and the culture of serving the customer first. Although temporary episodes of stress might be beneficial to productivity, the stress that accumulates over time without any adequate rest or acknowledgement results in exhaustion and burnout. However, the influence of the peer environment and supportive managers to some extent balance such effects, which is why the interpersonal culture of the bank is still one of its most maintaining factors.

In the end, the environment of EXIM Bank has as many strengths and weaknesses as any other conventional Shariah based commercial enterprise having principles of trust, service and ethical behavior yet lacking any sense of bureaucratic inertia and slowing down of adaptation to modern employee development trends.

4.2 Recommendations and Limitations

The reforms that EXIM Bank needs to pursue to enhance its human resource practices should focus on the balance between compassion and strategic development:

- Institutionalize Recognition and Feedback: Managers ought to embrace a culture of recognizing their employees often be it in the form of letters of appreciation, informal praise or performance based recognition. Rewarding is cheap and has significant morale boosting effects.

- Fast-tracked Career Growth and Developments: Frequent training sessions, leadership training, and transparent promotion standards would enable one to see growth in the institution as opposed to the outside.

- Introduce Systematic Stress Reduction Programs: EXIM might contemplate rotating employees during high times, introducing rest sessions and having regular wellness or mental health seminars to help ease burnout.

- Enhance Gender inclusion HR Policies: The introduction of daycare services, increase in paid maternal leave and institutionalization of flexibility in transfer would be a sign of institutional equity commitment.

- Digitally Automate Workflows: Workloads are a primary stressor so as work volumes increase, automation and online documentation in routine work may ease the pressure allowing employees to be freed to work on more valuable activities.

Limitations:

The research was also restricted to one branch of the EXIM Bank and primarily based on a small sample of qualitative interviews. A more in-depth exploration of management level perspectives was limited by access control measures. Nonetheless, the data collection reached the stage of research saturation and further interviews were unlikely to provide enough new information. Thus, results are to be considered as the reflection of the branch-level culture and not the whole institution.

4.3 Concluding Remarks and Directions for Future Research

EXIM Bank is an example of the problems most established private Islamic banks in Bangladesh deal with in trying to reconcile human understanding with the competitive nature of a highly regulated environment. Ethical pride and a sense of collective belonging keep employees motivated but sluggish mobility and large amounts of routine restrict them.

To achieve maximum potential as a human organization, EXIM Bank will need to transform into a learning organization rather than a value driven organization. The way ahead is not in managing stress but converting stress into engagement by recognition, empowerment and purpose-based HR practices.

The future study may be conducted on the foundation of the present study, cross-branch or multi-bank comparisons, incorporation of the models founded on the quantitative research (correlation or regression analysis) to test the relationship between motivation, stress and performances statistically. Such studies would help to build up the emerging HR paradigm that upholds the contemporary structures of the Bangladesh banking sector frameworks that acknowledges traditional ethics and embraces the human nature of the working environment.

The EXIM bank essentially is a people oriented bank. The individual well being will be enhanced as well as the long-term success of the institution by enabling them through a carefully designed HR design.

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