

Report On

**An Analysis of Job Satisfaction and Employee Turnover Drivers in Rajshahi
Krishi Unnayan Bank**

Submitted by

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Student ID - 21364004

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

BRAC Business School
Brac University
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Md. Tanvir Rahman Ovy
21364004

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Dr. Tarnima Warda Andalib
Assistant Professor, BRAC Business School

Letter of Transmittal

Dr. Tarnima Warda Andalib

Assistant Professor,

BRAC Business School

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66 Mohakhali, Dhaka-1212

Subject: Internship Report on “An Analysis of Job Satisfaction and Employee Turnover Drivers in Rajshahi Krishi Unnayan Bank”

Dear Madam,

It is my pleasure to present my internship report on “An Analysis of Job Satisfaction and Employee Turnover Drivers in Rajshahi Krishi Unnayan Bank”. This project not only helped me understand the magnitude of the future banking system but also provided me with both academic and real-world experience in the banking industry.

I honestly appreciate your precious advice and unwavering attention to me whenever I needed to finalize this report. I would greatly appreciate it if you could give your valuable opinion and approve this report. I have completed the report in the most condensed and thorough way possible, including the necessary information and suggested ideas. Hope It will deliver the proper response to your requirements. I trust that the report will meet the desires.

Sincerely yours,

Md. Tanvir Rahman Ovy

21364004

Non-Disclosure Agreement

This agreement is made and entered into by and between Rajshahi Krishi Unnayan Bank and the undersigned student at Brac University, Md. Tanvir Rahman Ovy.

Acknowledgement

First of all, thank you to the Almighty for helping me to complete this report. Additionally, I would like to extend my sincere gratitude to everyone who assisted me with the preparation of this paper. I am really grateful to a lot of people for helping me finish my internship report.

I express my gratitude to Rajshahi Krishi Unnayan Bank and BRAC Business School at BRAC University for providing me with the internship opportunity. During the internship period and while writing this report, I have gained a lot of experience, which is valuable for me in the long run.

I am grateful to my internship supervisor, **Dr. Tarima Warda Andalib**, a lecturer at BRAC University's Business School, for helping me work on this fascinating topic for my internship paper. Without my supervisor's constant support, I would not have been able to complete it on time. I believe that they will help me greatly in developing my future professional career and making me more professional.

Finally, I also want to express our appreciation to the employee of the company I have chosen, whose insightful contribution allowed us to finish the report's analysis.

Executive Summary

This internship report represents a comprehensive analysis of job satisfaction and the key factors influencing employee turnover at Rajshahi Krishi Unnayan Bank (RAKUB). Rajshahi Krishi Unnayan Bank is a state-owned specialized bank focused on agricultural and rural development in the northwest part of Bangladesh. As part of my MBA journey at BRAC University, I was able to work directly with the bank's customer service and HR departments. This gave me both hands-on experience and a firsthand look at how the bank works.

The purpose of this report was to find out why some employees are happy with their jobs and others are thinking about quitting. To do this, I took 100 surveys from the head office and the Paba branch, as well as a few people who used to work at RAKUB. The study looks at several variables, including the working environment, salary satisfaction, stress, performance appraisal, job satisfaction, support from supervisors, and connections with coworkers.

Findings show that employees are happier when they have a supportive workplace, good relationships with coworkers, and good interactions with managers. Dissatisfaction with remuneration, high workload, and job-related stress raise turnover intention.

RAKUB has a strong base and a good culture. But RAKUB needs to work on making salaries better, reducing stress levels, and making career routes clearer if it wants to keep its best employees, especially younger ones. These modifications could help keep staff motivated and dedicated over the long term.

Table of Contents

Chapter 1: Overview of Internship	10
1.1	11
1.2	11
1.3 Job duties	12
1.4 Internship outcomes	12
1.5 Students' contribution to the company	13
1.6 Problems faced during the internship period	13
1.7 Recommendations for future interns	14
Chapter 2: Organization Part	16
2.1 Introduction	17
2.2 Rajshahi Krishi Unnayan Bank briefly:	18
2.2 Vision of RAKUB	19
2.3 Mission of RAKUB	20
2.4 Values	20
2.5 Organization structure	21
2.6 Management of RAKUB	22
2.7 Departments	23

2.8 Products and services of RAKUB.....	25
2.9 SWOT analysis of RAKUB	26
Chapter 3: Project Part	29
3.1 Introduction.....	30
3.2 Background information and literature review	31
3.3 Objective of the report	34
3.4 Research questions.....	35
3.5 Significance of the report.....	40
3.6 Methodology of the report	40
3.7 Variables for research	41
3.8 Analysis and findings.....	42
3.9 Recommendation	49
Reference	50

List of Acronyms

RAKUB Rajshahi Krishi Unnayan Bank

SME Small & Medium Enterprises

RCC Revolving Crops Credit

FCL Farmer's Credit Limit

RDP RAKUB Daily Profit Account

SND Special Notice Deposit

RFLDS RAKUB Five Lakhs Deposit Scheme

RDMS RAKUB Double Money Scheme

RMPS RAKUB Monthly Profit Scheme

(RMDS-2) RAKUB Millionaire Deposit Scheme-2

(RSMSS) RAKUB Special Monthly Savings Scheme

(RMSS-2) RAKUB Monthly Savings Scheme-2

(RDS) RAKUB Deposit Scheme

Chapter 1: Overview of Internship

1.1 Student information

Full Name: Md. Tanvir Rahman Ovy

Student ID: 21364004

Program: Master of Business Administration (MBA)

Major: Human Resource Management

1.2 Internship information

1.2.1 Duration, Company name, Department, Company address

Duration	04 February 2025 to 03 May 2025
Company name	Rajshahi Krishi Unnayan Bank
Department	Human resource
Company address	Sapura, Paba, Rajshahi

1.2.2 Internship supervisor information: Name, Position

Company supervisor name: Sarker Naimun Nahar

Job position: Manager

1.3 **Job responsibilities**

1. **Training & development assistance-** Helped organize in-house training sessions or external workshops.
2. **Onboarding & Orientation-** Participated in coordinating orientation sessions and ensured documentation completion (joining letters, ID cards, etc.)
3. **Employee engagement-** Assisted with planning or organizing staff events.
4. **Administrative support-** Drafting official HR letters and notices, and feedback forms under the supervision of the supervisor.
5. **Documentation** - Maintaining and updating employee personal files and digital HR databases. Supporting record-keeping for employee attendance, leave, and training records.

1.4 **Internship outcomes**

At the beginning of the internship period at Rajshahi Krishi Unnayan Bank, Paba, I worked at the customer service department for a period. Later on, human resource-related job responsibilities were added. I had an excellent opportunity to work with some talented and energetic bank officers.

There are a few valuable experiences I gained through this internship, which are listed below-

- a. **Professional skill development:** Improved communication and interpersonal skills through client interaction in the bank.
- b. **Networking:** The internship helped me build a network with bank employees at RAJUK.
- c. **Knowledge of agricultural banking:** This internship helped me to gain knowledge about agricultural banking, how it works, and the functions of the bank.
- d. **Practical banking experience:** This helped me understand daily banking operations.

1.5 Students' contribution to the company

I have completed my internship at Rajshahi Krishi Unnayan Bank (RAKUB), where I was engaged in multiple facets of the Human Resource department over three months. My main job was to contribute to a few things in HR: training new and old employees, getting new hires started, planning fun staff events, and doing general office work for the HR team. Contribution from my side is given below-

1. I helped my supervisor organize a training session.
2. Whenever a new employee joins RAKUB, I helped him/her to get their office ID and their joining letter.
3. Assisted my supervisor in organizing a staff event.
4. Helped customers with relevant forms to open a bank account at RAKUB.
5. I was also helped in the customer information recheck and verification.
6. Drafted official notice and feedback form by the instructions of the supervisor.

1.6 Difficulty faced during the internship

Throughout my internship period at Rajshahi Krishi Unnayan Bank (RAKUB), I worked closely with the human resource department and learned a lot about different HR activities. It was a valuable experience that helped me connect with the things I learned in my academic life with real-world practices. At the same time, the journey came with some challenges. Below are some of the main problems I faced during my internship at RAKUB.

1. **Not Part of real decision-making:** Most of the big HR decisions were made by senior officers. As an intern, I was mainly given small supporting tasks. This meant I could not always see the full picture of how decisions were taken.

2. **No clear internship plan:** Sometimes, it was a bit unclear what my day would look like. Since there wasn't a set schedule, some days were really busy with tasks, and other days were much quieter. This made it a little challenging to know what to expect or what I should be trying to learn each week.
3. **Short learning period:** Three months is kind of a short time to get a full picture of everything in HR. A bit more time to learn about the key areas like performance reviews, using data in HR, or the basics of labor law
4. **Work pressure during busy times:** During training sessions, staff events, or onboarding new employees, the workload became very heavy. Handling many tasks at the same time was stressful and sometimes difficult to manage.
5. **Office culture:** Following the dress code, maintaining discipline, and working in a strict hierarchy took some time to get adjusted to.
6. **Feedback from supervisor:** My designated supervisor was already occupied at her designated work. As a result, I did not always get regular feedback on my work.

1.7 Recommendations for future interns

From the experience I had while working as an HR intern at Rajshahi Krishi Unnayan Bank (RAKUB), these are some recommendations I would like to put forward to improve the overall internship experience for students going forward.

1. **Get to know RAKUB's HR system early:** Familiarize yourself with HR rules, processes, and the overall work culture within your first few days on the job. Understanding how things work from the start will make your internship much smoother.
2. **Be active in Training & Development:** Volunteer to assist in planning and running training sessions. Keep a checklist covering venue arrangements, required materials, and participant lists to ensure smooth execution.
3. **Learn about the onboarding process:** Learning the steps for welcoming new employees, such as handling paperwork, issuing ID cards, and explaining workplace policies.
4. **Be open to learn admin work:** Creating ready-to-use formats for common letters and forms helps to avoid starting from scratch every time.
5. **Ask for advice:** Every now and then, ask your manager how you're doing with your communication. This is a great way to learn and improve.
6. **Plan your time wisely:** HR work can get busy and unpredictable. Proper planning could help get work done on time.

Chapter 2: Organization Part

2.1 Introduction



Figure 1: RAKUB Logo

Rajshahi Krishi Unnayan Bank

Rajshahi Krishi Unnayan Bank (RAKUB) is a financial institution specialized in providing agricultural loans in the Rajshahi and Rangpur divisions. It was established under Presidential Order No. 58 in 1986. Although Rajshahi Krishi Unnayan Bank (RAKUB) officially began its operations on March 15, 1987.

At that time, RAKUB took over all activities, resources, and liabilities of the Bangladesh Krishi Bank (BKB) within the Rajshahi administrative division, becoming a key player in supporting the region's agricultural development sector.

Bangladesh's northwestern region, encompassing the entire Rajshahi division, is considered one of the country's driest and most economically disadvantaged areas. Despite its high population density, only about 13% of the region is urbanized.

Rajshahi Krishi Unnayan Bank (RAKUB) covers the whole country in 16 districts with an area of 34,513 square kilometers, supporting a population of about 27.05 million, and most of them suffer from the cruelty of poverty and hardship.

To relieve financial suffering and improve the lives of the underprivileged, RAKUB offers financing in agriculture and financing of activities that are meant to spur income generation. RAKUB is playing a significant role in the development of agriculture and industry through the provision of loans to agro-based businesses and industries. Also, by making active steps to reduce poverty rates locally.

2.2 Rajshahi Krishi Unnayan Bank briefly:

(RAKUB) officially started its journey on March 15, 1987, and is strongly committed to supporting agricultural development in the northwest region of Bangladesh. It has an extensive branch network and deep-rooted community presence. Farmers, small business owners, and rural entrepreneurs throughout the northwest region are getting dedicated support from RAKUB. RAKUB plays an important role in improving livelihoods and driving sustainable rural development by providing agricultural loans to agri-based industrial support.

Financial Highlights	Authorized Capital: Tk. 1,000 Crores Paid-up Capital: Tk. 825 Crores
Branch Network & Coverage	Total Branches: 383 Operational Regions: Rajshahi & Rangpur Divisions

	Total Area Covered: 34,513 sq. km
Administrative Reach	Districts Covered: 16 Upazilas (Sub-districts): 125 Municipalities: 87 Unions (Grassroots Administrative Units): 1,100 Population Served: Approx. 3.40 Crore

Figure 2: RAKUB at a glance

2.2 Vision of RAKUB

Rajshahi Krishi Unnayan Bank's vision is to develop an efficient, inclusive, powerful financial and service system. RAKUB's vision is to serve as a facilitator for the development of farmers, farm-related activities, and other socio-economic activities in the North-West region of Bangladesh, implementing policies adopted by a farmer-friendly Government to alleviate poverty and ensure the country's overall economic development.

2.3 Mission of RAKUB

Rajshahi Krishi Unnayan Bank's (RAKUB) mission is-

- a. To make RAKUB a self-reliant financial institution.
- b. To provide financial and technical support to agriculture, fisheries, livestock, and other agro-based priority sectors.
- c. To promote financial inclusion by opening more accounts for small depositors.
- d. To strengthen administrative and financial discipline through proper supervision, monitoring, and accountability.
- e. To ensure customer satisfaction and trust by adopting advanced information technology.
- f. To build professionalism and efficiency among employees.

2.4 Values

RAKUB upholds honesty as its core principle, firmly believing that there is no alternative to integrity. The organization maintains a strict stance against corruption, with zero tolerance for any form of unethical practice.

2.5 Organization structure

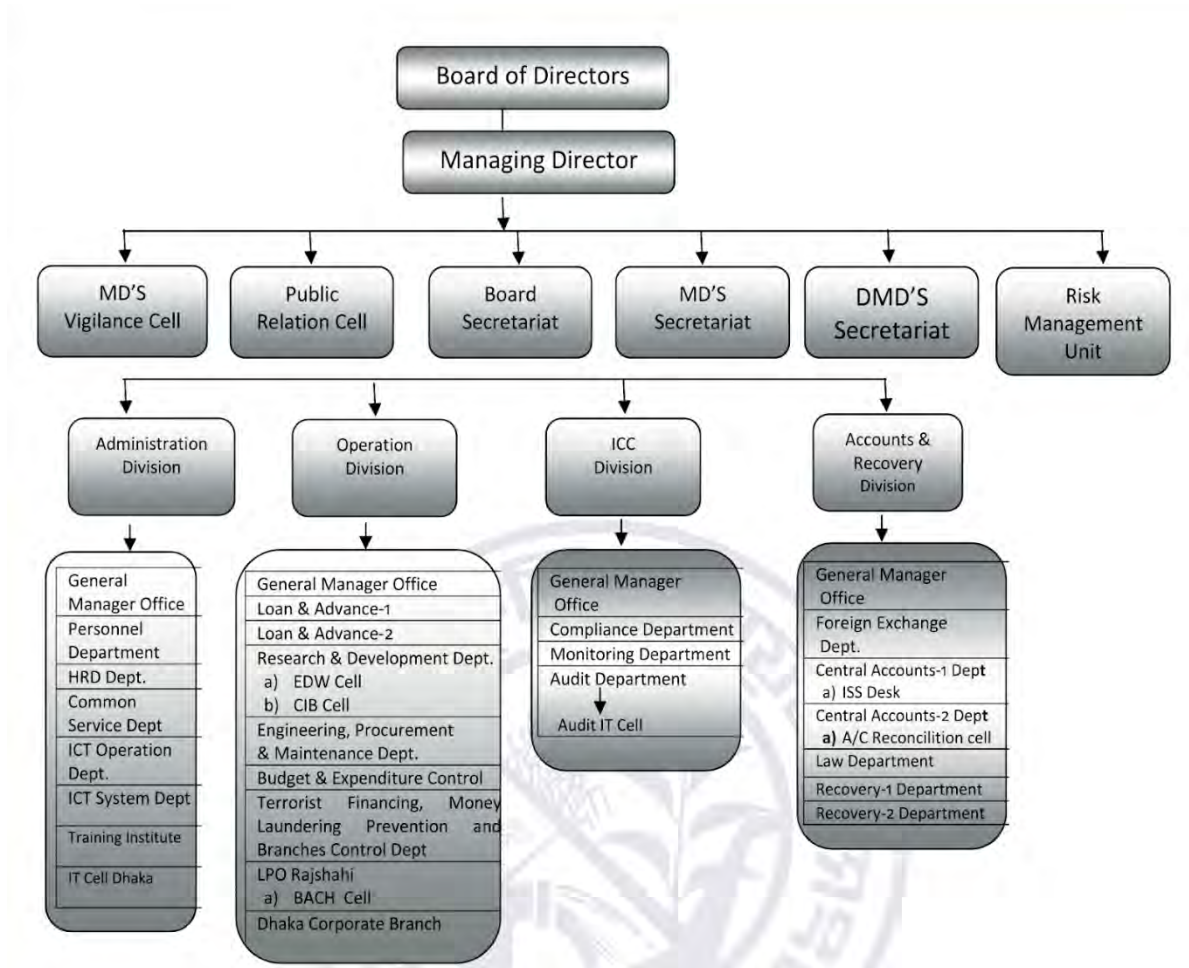


Figure 3: RAKUB organization structure

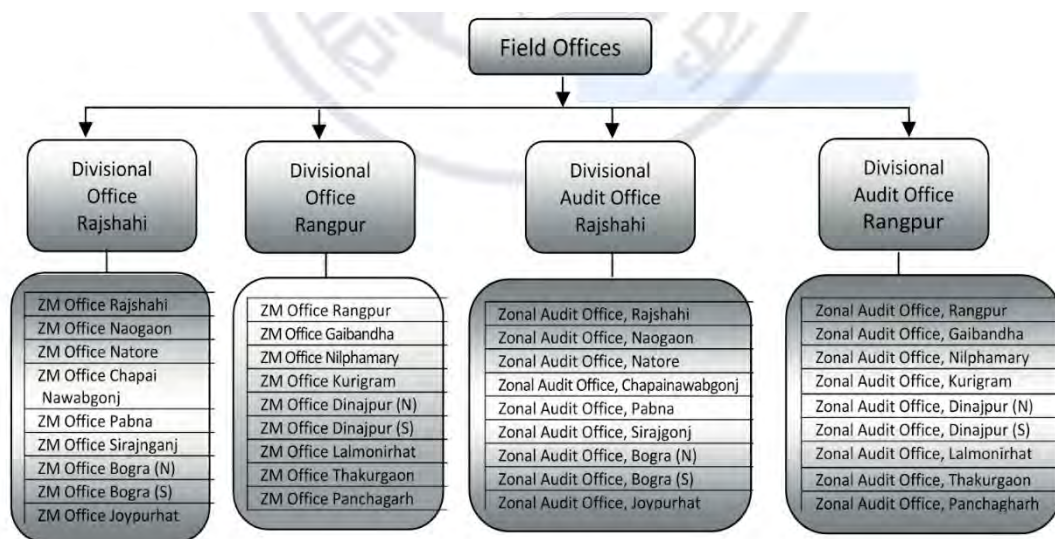


Figure 4: RAKUB field offices structure

2.6 Management of RAKUB

RAKUB is guided by a team of seven board members who bring their experience and care, shaping the bank's work for farmers and rural communities. Their name and designation are given below-

Name	Designation
Dr. Mohammad Ali	Chairman
Wahida Begum	Managing Director
Mr. Khondoker Azim Ahmed, NDC	Director
Mr. Md. Shahidul Islam, NDC	Director
Mr. Md. Azizur Rahman	Director
Mr. Dr. Md. Abdul Hye Sarker	Director
Mr. Md. Shafiqul Islam	Director

2.7 Departments

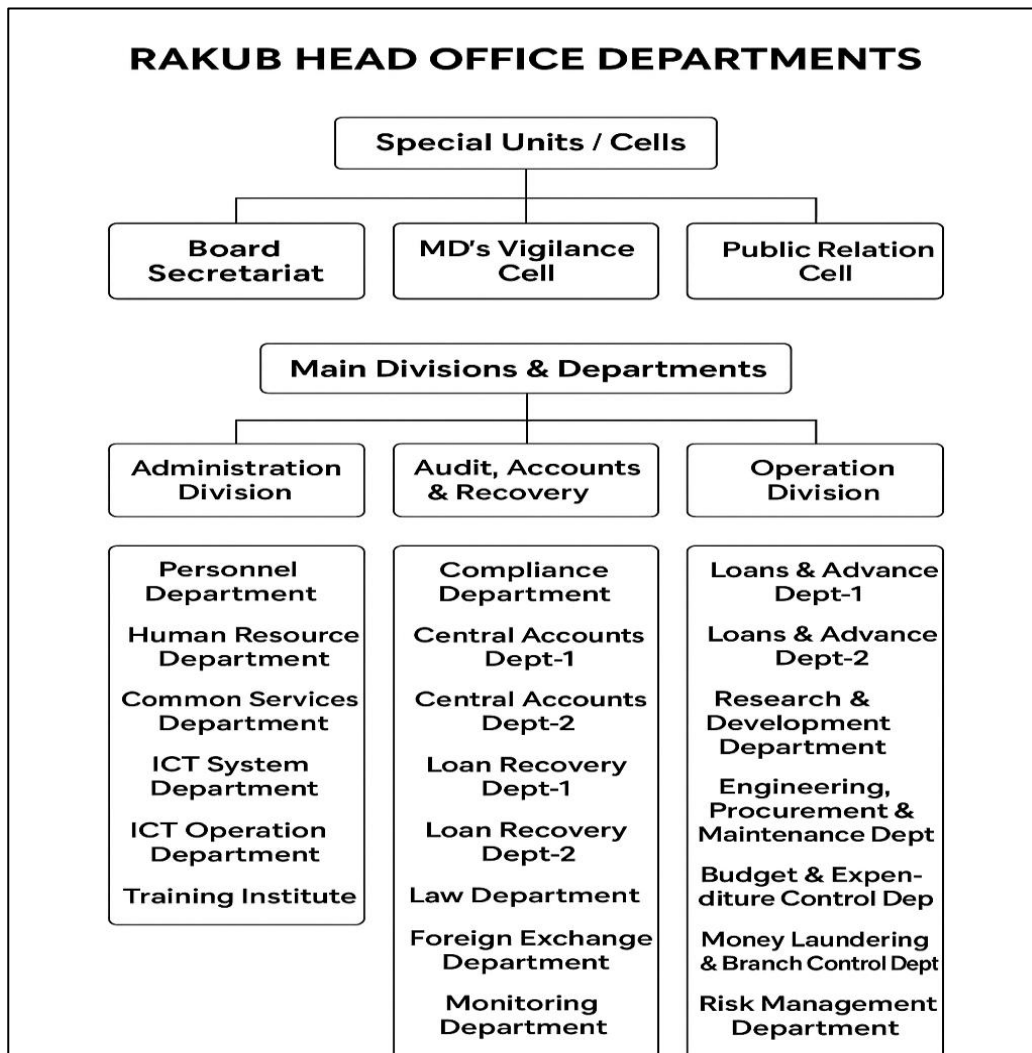


Figure 4: RAKUB head office departments

Main departments of RAKUB

1. Administration Division Personnel Department
 - Human Resource Department
 - Common Services Department
 - Information and Communication Technology System Department
 - Information and Communication Technology Operation Department
 - Training Institute

2. Audit, Accounts & Recovery Division Compliance Department
 - Central Accounts Department-1
 - Central Accounts Department-2
 - Loan Recovery Department-1
 - Loan Recovery Department-2
 - Law Department
 - Foreign Exchange Department
 - Monitoring Department
 - Audit Department
3. Operation Division Loans and Advance Department-1
 - Loans and Advance Department-2
 - Research and Development Department
 - Engineering, procurement, and maintenance department
 - Budget and Expenditure Control Department
 - Money Laundering, Terrorist Financing Prevention and Branches Control Department
 - Risk Management Department
 - Dhaka Branch (as a unit/department)
 - Local Principal Office (LPO)

Special units

- Board Secretariat
- MD's Vigilance Cell
- Public Relations Cell

2.8 Products and services of RAKUB

Products and services of RAKUB

Credit Programs: RAKUB caters to the financing of all the agricultural activities, including:

- a. Small & Medium Enterprises (SME)
- b. BB Refinance Scheme 10TK Account Holder (Short Term)
- c. Revolving Crops Credit (RCC)
- d. Farmer's Credit Limit (FCL)
- e. Special Motivational Refinancing Scheme for the Agricultural Sector
- f. Agricultural Loan at 4% Concession Rate
- g. Special Credit Program for CMSME Sector
- h. Agricultural Loans Medium Term General
- i. Agriculture Loan Medium Term Green Banking
- j. BB Refinance Scheme 10TK Account Holder (Medium Term)
- k. Agricultural Loans Medium Term for Freedom Fighters

Demand deposit

- a. School Banking Account
- b. RAKUB Daily Profit Account (RDP)
- c. Special Notice Deposit (SND)
- d. Savings Account
- e. RAKUB Premium Current Account
- f. Interest-Free Savings Account

Time Deposit

- a. RAKUB Five Lakhs Deposit Scheme (RFLDS)
- b. RAKUB Double Money Scheme (RDMS)
- c. RAKUB Monthly Profit Scheme (RMPS)
- d. Fixed Deposit Receipt

Scheme Deposit

- a. RAKUB Millionaire Deposit Scheme-2 (RMDS-2)
- b. RAKUB Special Monthly Savings Scheme (RSMSS)
- c. RAKUB Monthly Savings Scheme-2 (RMSS-2)
- d. RAKUB Deposit Scheme (RDS)

2.9 SWOT analysis of RAKUB

SWOT analysis provides a simple yet powerful framework to assess both internal and external factors that influence organizational strategy (Gürel and Tat, 2017). This is a strategic planning tool used to evaluate an organization's Strengths, Weaknesses, Opportunities, and Threats.

This analysis helps businesses and institutions understand their internal capabilities and limitations (strengths and weaknesses) as well as the external factors that could affect their performance (opportunities and threats). By systematically analyzing these four elements, organizations can design better strategies for growth, problem-solving, and competitiveness (Gürel & Tat, 2017).

Strengths	Weaknesses	Opportunities	Threats
Being government-owned makes RAKUB a stable and trusted institution for customers.	Slow in adopting digital banking innovations compared to private banks and mobile financial service providers.	Expansion of digital and mobile banking services in rural areas.	Rising competition from private commercial banks in rural areas.
Extensive branch network in rural and semi-urban areas. Helps reach communities where other banks have limited presence.	Lesser recognition outside its primary rural target market.	Partnering with Agri-tech startups to help modernize farming.	Mobile financial services like (bKash, Nagad, Rocket) are reducing dependency on traditional banks.

Dedicated to agricultural and rural development in the northwestern region of Bangladesh, giving it a strong niche positioning.	Limited marketing and branding initiatives.	Collaboration with NGOs and microfinance institutions for rural development.	Rural-to-urban migration is reducing the rural customer base.
RAKUB is dedicated to agricultural and rural development in the northwestern region of Bangladesh, which is giving it a strong positioning.	RAKUB's over-reliance on agriculture makes it vulnerable to risks that are beyond its control	Expansion of microcredit facilities for women and small entrepreneurs.	Climate change and frequent natural disasters are harming agricultural output.

Chapter 3: Project Part

3.1 Introduction

This report is written as part of the internship program requirements for my Master of Business Administration (MBA) at BRAC Business School, BRAC University. The main purpose for this internship opportunity is to provide students a real-life working environment experience. It helps students to apply their academic knowledge in a practical setting. Also requires students to document their experiences and insights in a report. Later on, the finalized report was submitted to the respective department.

To fulfill this requirement, I have joined Rajshahi Krishi Unnayan Bank. My internship started on 4th February, 2025, and ended on May 3rd, 2025. After consulting with my academic supervisor, the selected internship topic is “An Analysis of Job Satisfaction and Employee Turnover Drivers in Rajshahi Krishi Unnayan Bank”.

I would like express my gratitude to my academic supervisor, Dr. Tarnima Warda Andalib, Ma'am. Ma'am guided me and supported me throughout the preparation and completion of this report. It would not be possible to complete the report without her support.

3.2 Background information and literature review

This chapter intends to present an analysis of why staff members decide to quit their jobs in multiple commercial banks. Besides, the literature review emphasizes the complex relationship among job satisfaction, the intention to leave, and actual employee turnover within the commercial banking industry. Also, the chapter discusses what affects employees' job satisfaction and their probability of resigning or quitting. This report uses a descriptive research approach to explore the current state of job satisfaction and identify the key factors influencing employees at RAKUB.

Descriptive research serves this fundamental purpose. It is defined as a method focused on describing the characteristics of a population or phenomenon as it exists, without manipulation (Creswell & Creswell, 2018).

Descriptive research is one type of non-experimental research design. The primary reason of this research is to portray characteristics of a population, phenomenon, or situation as they naturally exist (Purdy & Popan, 2023). Descriptive research finds answers about what, who, where, when, and how many, rather than why questions (McCombes, 2023), rather than finding the answer about cause and effect. The goal of this research method is to describe a phenomenon and its characteristics.

Job satisfaction is a person's level of enjoyment with their employment, which mostly depends on their personal beliefs. This sentiment could be influenced by their ability to do tasks as assigned, internal communications, and how management treats employees. It indicates if an individual finds fulfillment in their work, feels valued in their position, and feels that their work fulfills their needs both personally and professionally.

"A pleasant or positive emotional state resulting from the appraisal of one's job or job experiences" is what Locke (1976) defined as job satisfaction (as cited in Spector, 1997, p. 2). Therefore, it's

not just about getting paid well; it's also about feeling valued, having a healthy work-life balance, being a part of a team that encourages you, and having growth opportunities. According to recent studies, employee performance, loyalty, and turnover are all closely associated with job satisfaction. Since happy employees are more productive and unlikely to leave, many companies place a high priority on enhancing organizational culture and working conditions in order to raise morale (Judge et al., 2001).

The link between job satisfaction and employee turnover is well-established, especially in the banking sector. Simply put, satisfied employees tend to stay with an organization, contribute positively, and align with its goals, while dissatisfied employees are more likely to leave (Robbins & Judge, 2019). For a development-focused institution like RAKUB, understanding this dynamic is critical.

Research specific to the South Asian banking sector shows that pay and benefits are crucial, but they are not the whole story. While public sector banks like RAKUB offer high job security, their salaries are often lower than those in private banks, which can be a source of frustration (Rahman, 2018).

Frustration arises among humans when they are treated solely as revenue-generating tools and considered only as resources. Frustration is a complex emotional state. It occurs when we encounter an obstacle. (Dr. Knaus, How to Conquer Your Frustration). According to Webster's Collegiate Dictionary, "Frustration is a deep chronic sense or state of insecurity and dissatisfaction arising from unresolved problems."

“Frustration is a state of mind that leads one to such a blockage that is captured by all negative vibrations of emotion” -(Warda 16). Frustration occurs whenever an individual experiences

something opposite to his/her desires or wants. Individuals also get frustrated when they are forced to respond to things they are trying to avoid.

In many cases, organizational behavior is a root cause of employee frustration. Difficult supervisors, uncooperative co-workers, and rigid organizational rules may restrict employees' freedom and create continuous irritation. Over time, this irritation fosters anger, which eventually develops into frustration.

Frustration among employees develops from multiple factors. These factors must first be identified, understood, and then systematically reduced or eliminated from the workplace. To handle employee frustration, every organization must take necessary initiatives. Organizations must recognize and address frustration early, either by preventing it or by managing it before it escalates. Identifying and reducing the sources of frustration is crucial for maintaining employee well-being and ensuring organizational stability.

However, that same job security remains a significant motivator for many (Ahmed & Uddin, 2016). Beyond compensation, the quality of supervision is critical; supportive managers who provide recognition and guidance greatly improve morale.

In conclusion, the literature indicates that job satisfaction is a complex mix of tangible factors like pay and promotions, and intangible factors like recognition, fairness, and meaningful work. For RAKUB, addressing both areas—ensuring transparent policies and supportive leadership while also providing growth opportunities—is the key to reducing turnover and enhancing satisfaction. By doing so, RAKUB can secure its most valuable asset—its people—and continue to effectively fulfill its crucial mission in rural development.

3.3 Objective of the report

1. Assess the overall job satisfaction of employees at RAKUB.
2. Identifying the key factors affecting job satisfaction, including work environment, compensation, career development, and management support.
3. Examine the main causes of employee turnover in RAKUB.
4. Analyzing the relationship between job satisfaction and employee turnover.
5. Evaluate the effectiveness of organizational policies and practices on employee retention.
6. Provide actionable recommendations to enhance job satisfaction and reduce turnover.

3.4 Research questions

Section 1: Working Environment

Q1. The physical work environment at RAKUB is comfortable and well-maintained.

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

Q2. I have a positive working relationship with my colleagues.

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

Q3. My supervisor/manager provides adequate guidance and support for my work.

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

Section 2: Salary Satisfaction

Q4. My salary is fair compared to my job responsibilities.

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

Q5. The benefits (allowances, bonuses, etc.) offered by RAKUB meet my needs.

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

Q6. I am satisfied with the overall compensation package offered by RAKUB.

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

Section 3: Performance Appraisal System

Q7. The performance appraisal process at RAKUB is fair and transparent.

- Strongly Disagree
- Disagree
- Neutral
- Agree

- Strongly Agree

Q8. My performance evaluations are conducted regularly.

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

Q9. Feedback from performance appraisals helps me improve my work.

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

Section 4: Career Development System

Q10. RAKUB provides sufficient opportunities for professional growth.

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

Q11. I have access to training programs that help me develop my skills.

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

Q12. Promotions at RAKUB are based on merit and performance.

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

Section 5: Employee Turnover

Q13. Have you considered leaving RAKUB in the last 12 months?

- Yes
- No

Q14. If yes, what are the main reasons?

- Low salary/benefits
- Limited career advancement
- Poor work environment
- Excessive workload
- Lack of recognition
- Work-life imbalance

Q15. I feel secure about my job at RAKUB.

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

Section 6: Work–Life Balance

Q16. I can manage my work responsibilities without excessive stress.

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

Q17. My working hours allow me to maintain a healthy balance between work and personal life.

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

Q18. RAKUB is flexible in accommodating personal or family needs when necessary.

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

Section 7: Overall, Job Satisfaction

Q19. Overall, I am satisfied with my job at RAKUB.

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

Q20. In your opinion, what improvements could RAKUB make to increase employee satisfaction and reduce turnover?

3.5 Significance of the report

1. **Measures employee satisfaction:** The report assesses how satisfied employees are at RAKUB and identifies the key factors affecting their happiness at work.
2. **Pinpoints Turnover Causes:** It identifies the specific reasons why employees consider leaving, such as limited career growth, high workload, and work-life imbalance.
3. **Informs management decisions:** The findings provide management with clear, data-driven insights to make targeted improvements and reduce staff turnover.
4. **Enhances organizational performance:** A more satisfied and stable workforce leads to increased productivity, better customer service, and greater overall success for the bank.
5. **Reduces operational costs:** By lowering employee turnover, the bank can save significant resources spent on recruiting and training new hires.
6. **Adds academic value:** The study contributes valuable research to the field of human resource management, particularly within Bangladesh's agricultural banking sector.

3.6 Methodology of the report

In this internship report, the “Descriptive research method” is used for the research. Primary data and secondary data were used to write this internship report.

Primary Data: For collecting primary data, human resource management managers and some executives of the human resource management department of RAKUB were interviewed. Also, a set of 20 questions survey with 100 respondents was collected from bank employees of RAKUB.

Secondary Data: Secondary data collection for this internship report was collected from different journals and articles. Also, some books on human resource management and newspaper articles were used here as secondary data sources.

3.7 Variables for research

There are 2 types of variables present in my research.

1. Dependent Variables:

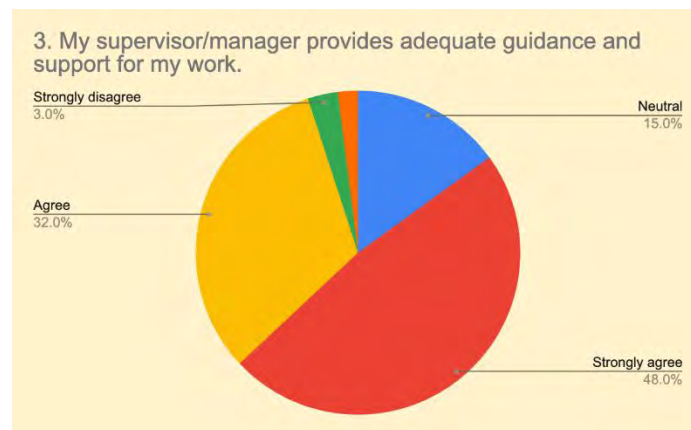
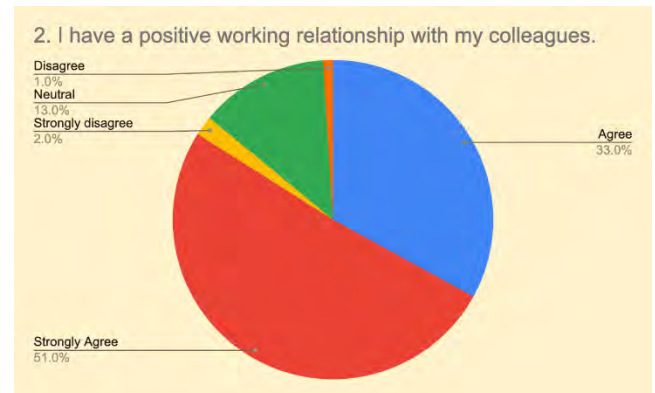
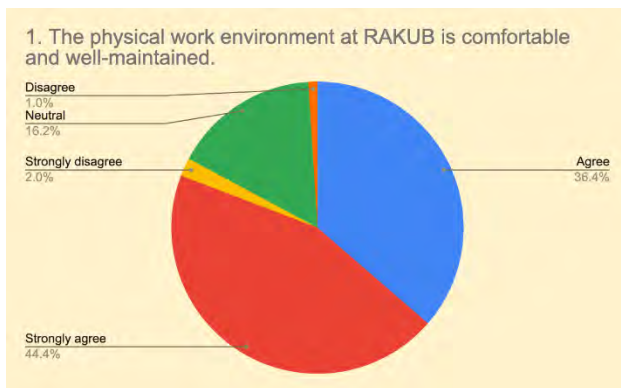
- Job Satisfaction
- Employee Turnover Intention.

2. Independent Variables:

- Salary & compensation
- Working environment
- Performance appraisal system
- Career Development System
- Career growth
- Work-life balance

3.8 Analysis and findings

Working environment



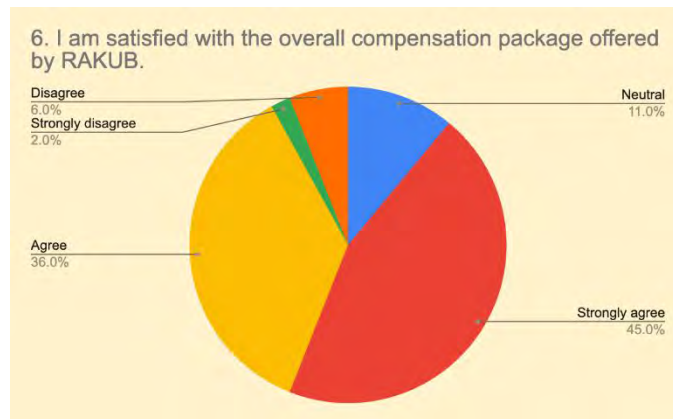
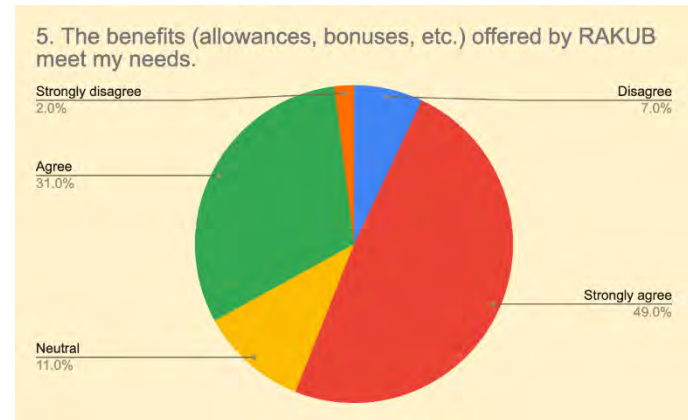
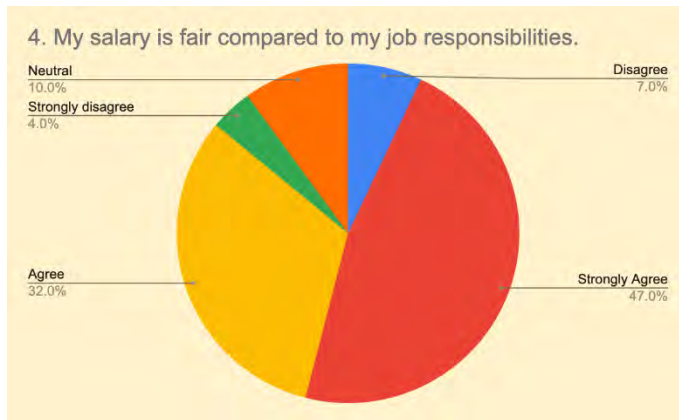
The work environment is a situation where employees or workers do their daily work (Mardiana, 2005). The workplace holds many factors that can shape both the physical and mental well-being of the employees. To help employees stay focused and perform effectively, a good, supportive work environment is essential. An ideal workplace offers fair pay, fosters trust between staff and management, ensures equity and fairness for all, and maintains a balanced workload with goals that are demanding yet realistic.

The survey results portray a workplace at RAKUB that is characterized by strong positive relationships among colleagues, a high level of supervisory support, and a comfortable and well-maintained physical work environment.

Based on the three provided charts, the working environment at Rajshahi Krishi Unnayan Bank (RAKUB) appears to be highly positive and conducive to employee satisfaction. The data indicate that the bank's strengths lie in its interpersonal relationships, management support, and physical workspace.

The data reflect a generally positive view of the physical work environment. The vast majority of employees, 80.8%, either agree (36.4%) or strongly agree (44.4%) that the physical workspace is comfortable and well-maintained. A small minority of respondents disagree (1.0%) or strongly disagree (2.0%), suggesting that while there is room for improvement. This means RAKUB got a well-maintained physical work environment.

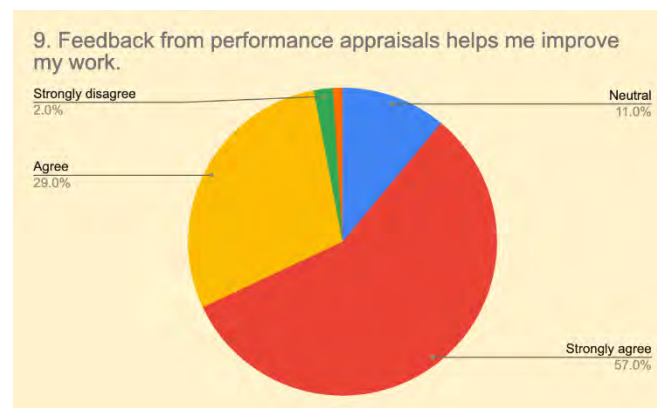
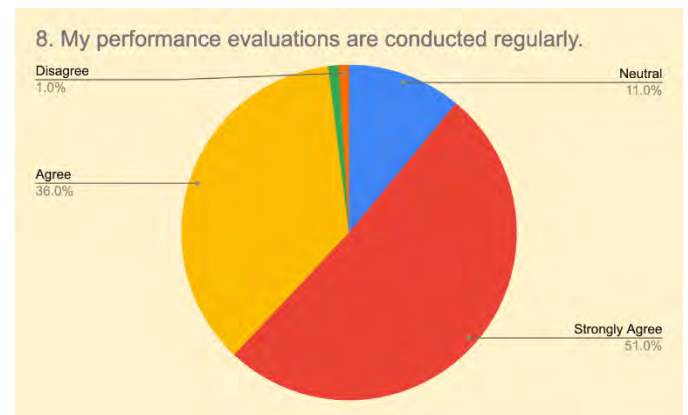
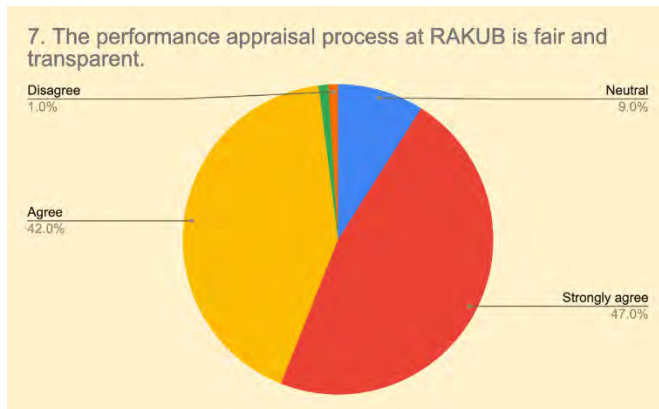
Salary satisfaction:



(Do & Doan, 2020) describe salary as the agreed price of labor between employers and employees. It holds significance for both organizations and workers, serving as a key driver of motivation and productivity. For employees, salary is not only their primary source of income but also a reflection of their skills and capabilities.

In terms of salary fairness, benefits offered by RAKUB, and the overall compensation package offered by RAKUB, most of the employees either strongly agree or agree. About 47 percent of employees strongly agree, and 32 percent agree that their salary is fair. In terms of benefits offered by RAKUB, about 49 percent strongly agree, and 31 percent agree. On the other hand, 45 percent of employees strongly agree that they are satisfied with the overall compensation package, and 36% agree.

Performance appraisal:

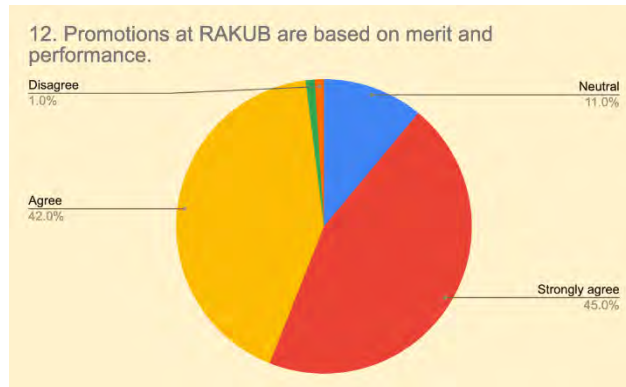
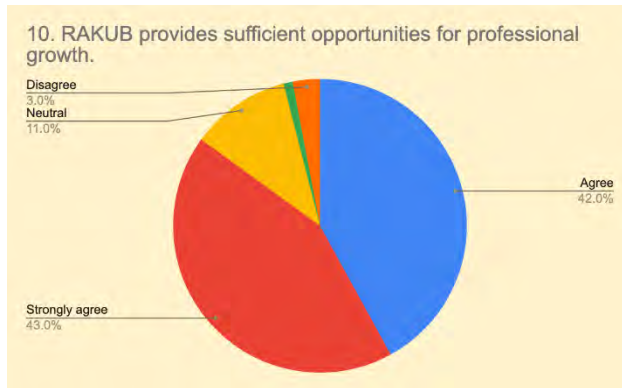


Performance evaluation refers to the process of assessing an employee's current or past performance against established performance standards (Dessler, 2005). Organizations often use performance appraisals to inform administrative decisions such as promotions, transfers, and the distribution of financial rewards. Additionally, these appraisals play a key role in employee development by identifying training needs and providing constructive feedback.

The provided graphs suggest that the performance appraisal process is fair and consistent at RAKUB. A significant portion of employees, 47%, either strongly agree or 42% agree that the process is fair and transparent.

51.0% of employees believe their performance evaluations are conducted regularly, about 36 percent agree. Furthermore, the effectiveness of the feedback provided is also quite positive. Collectively, these findings suggest that RAKUB is performing its performance appraisal effectively.

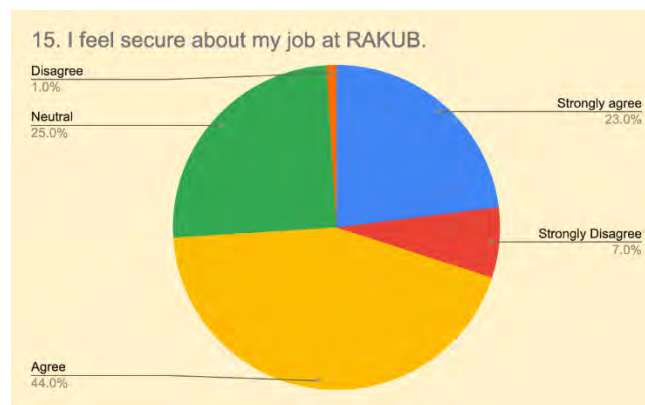
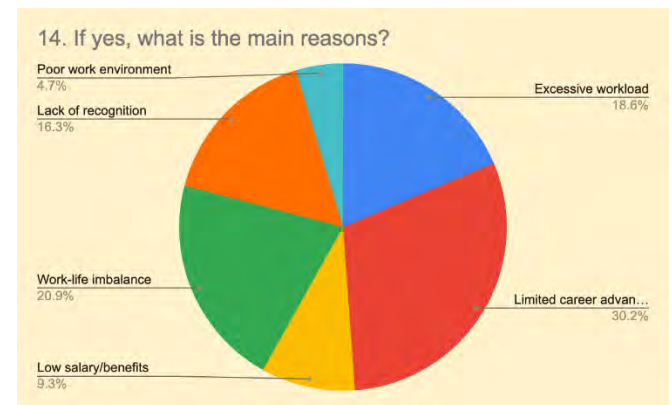
Career Development System



There are sufficient opportunities for professional growth. An 85% combined agreement rate indicates that the vast majority of employees are confident in the bank's ability to provide a clear path for their career advancement. The very low disagreement rate (3%) suggests that few employees feel stagnant or trapped in their current roles.

This is another very positive indicator, combining 85% of employees who strongly agree and agree that they get opportunities. It shows that employees not only see a path for growth but also feel they are being equipped with the necessary tools (training) to walk that path. Perception of promotion fairness is also very high, with 87% of employees believing promotions are based on merit and performance (42% Agree + 45% Strongly Agree). Disagreement is virtually non-existent (1%), and 11% are Neutral.

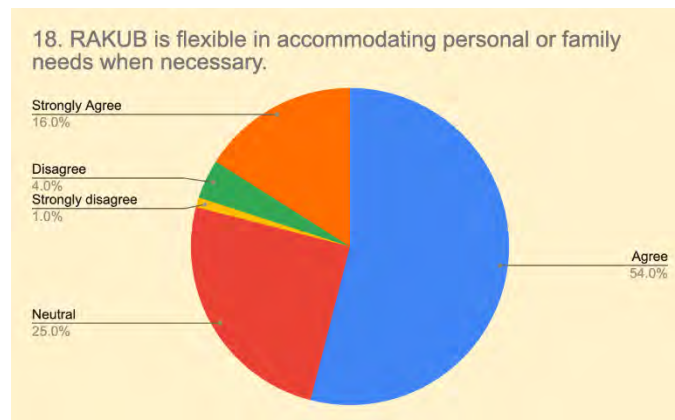
Employee turnover



While a solid majority (76.5%) have not considered leaving, a significant 24.5% of employees are at risk of turnover. The primary reason is not salary but limited career advancement (30.2%), highlighting a critical gap in perceived growth opportunities. This is exacerbated by work-life imbalance (20.9%) and excessive workload (18.6%).

Furthermore, while 67% feel secure in their jobs, a concerning 33% (8% disagree + 25% neutral) lack strong job security, which correlates with the turnover risk.

Work-life balance



Work-life balance can be described as the ongoing process of managing one's personal and professional roles in a way that allows both areas to coexist effectively. It represents a person's capacity to set priorities between occupational responsibilities and personal commitments. The professional dimension typically involves career advancement, job performance, and organizational loyalty, while the personal dimension covers family life, health, fitness, social relationships, and self-development (Mehta & Kundnani, 2015).

The data indicate a generally positive yet nuanced view of work-life balance at RAKUB. A strong majority (69%) feel they can manage work without excessive stress, and 66% agree their working hours support a healthy balance. Flexibility for personal needs is also well-regarded, with 70% affirming accommodation.

However, significant concerns persist. A notable 25% remain neutral on flexibility, suggesting uncertainty or inconsistent application of policies. Furthermore, 21% are neutral about work-life balance, and a combined 13% actively disagree, indicating a substantial group struggle with workload and hours. This aligns with previous turnover data where work-life imbalance was a top reason for considering leaving.

Overall, while policies are effective for most, a sizable minority experiences stress and imbalance, highlighting a need for more consistent managerial support, workload assessment, and perhaps clearer communication of flexible work options to address these gaps.

3.9 Recommendation

RAKUB is a state-owned bank. There is so many positive sides about this bank. Based on the outcomes of the survey and analysis, there are still opportunities for improvement within Rajshahi Krishi Unnayan Bank (RAKUB). There are some recommendations from my side, which are given below-

- a) RAKUB should expand mobile and internet banking services in rural areas in Bangladesh. This will make financial services more accessible for the customers.
- b) Promote supportive working environment where all employees feel valued and engaged. This will help reduce dissatisfaction and improve morale.
- c) Maximize employee potential by aligning their skills with job responsibilities. Periodic assessments, training sessions, and role adjustments could be arranged for this.
- d) Enhance managerial support by ensuring supervisors provide clearer guidance. Adequate resources and regular feedback to help employees meet their goals effectively.
- e) Recognize employee contributions and reward with both financial and non-financial incentives to enhance motivation and reduce turnover in the bank.

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