Report On

The Role of Job Satisfaction in Enhancing Employee Motivation: A Report on Social Islami Bank Limited

By

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

BRAC Business School
Brac University
July, 2025

Declaration

It is hereby declared that

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

Student's Full Name & Signature:

Shahanaz Akter
22164036

Supervisor's Full Name & Signature:

Riyashad Ahmed
Assistant Professor, BRAC Business School
Brac University

Letter of Transmittal

Riyashad Ahmed

Assistant Professor,

BRAC Business School

BRAC University

Kha-224 Merul Badda

Dhaka 1212, Bangladesh

Subject: Submission of Report on “The Role of Job Satisfaction in Enhancing Employee Motivation” at Social Islami Bank Limited.

Dear Sir,

This is my pleasure to share my internship report on “The Role of Job Satisfaction in Enhancing Employee Motivation” at SIBL PLC. This internship reports showcases what I learned and gathered as experiences about how job satisfaction can enhance motivation at a workplace among the employees during the Three (3) month long internship period at SIBL. The opportunity to work there as an intern was delightful.

I have tried my level best to finish the report with the essential data and information that I observed throughout my internship journey. I hope this report reflects my hard work and efficiency I developed during the internship period. And, accept my sincere apologies for any mistakes.

Thank you for your assistance and guidance.

Sincerely yours,

____

Shahanaz Akter

22164036

BRAC Business School

BRAC University

Date: July 16, 2025

Non-Disclosure Agreement

This agreement is made and entered into by and between the SIBL PLC and the undersigned student at Brac University named Shahanaz Akter, ID: 22164036.

………………………………..

The SIBL PLC

………………………………..

Shahanaz Akter

Acknowledgement

I am incredibly grateful to Allah for granting me the opportunity to complete this report. I extend my sincere thanks to my supervisor Sir, Mr. Riyashad Ahmed, for his invaluable guidance and support in selecting the topic and shaping the report. I was able to successfully finish this internship due to his cooperative approach and constant support. I am also indebted to Mr. Md. Mohibul Kadir, the branch manager of SIBL PLC, Foreign Exchange Branch, for facilitating my information gathering process and arranging insightful interviews with the bank's employees. Also, my onsite supervisor, Md. Maniruzzaman Ashraf (VP) sir was also helpful enough to complete my internship at their branch. Additionally, I would like to express my gratitude to the dedicated officers & staffs at the bank who generously helped and shared their knowledge and expertise, contributing significantly to the quality of my internship report.

Executive Summary

The primary objective of this study was to analyze the factors that influence job satisfaction and their impacts on employee motivation at the Social Islami Bank Limited (Foreign Exchange Branch). A survey and interviews were conducted with 19 employees of SIBL to gain insights into their job satisfaction levels and the elements that contribute to their motivation. The findings revealed that 94.7% of employees believed job satisfaction had a positive impact on their motivation. Key factors such as managerial support, compensation, career advancement opportunities, recognition, work-life balance etc. were explored in this study. While employees felt motivated by the constructive feedback and recognition, other areas like managerial support, unclear career growth opportunities, and underutilization of the skills of employees emerged as the major areas for improvement. Recommendations to enhance the job satisfaction and motivation include improving managerial guidance, ensuring fair compensation, aligning job roles with employees' skills, and creating clear pathways for their career development. Addressing these areas will contribute to a more engaged, productive workforce and improve the overall performance of SIBL's Foreign Exchange Branch.

Keywords: Job satisfaction, employee motivation, compensation, managerial support, career development, recognition, work-life balance.

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List of Acronyms

SIBL - Social Islami Bank Limited

SIBPLC - Social Islami Bank PLC

FDR - Fixed Deposit Receipt

BEFTN - Bangladesh Electronic Fund Transfer network

RTGS - Real Time Gross Settlement

DPS - Deposit Pension Scheme

ATM - Automated Teller Machine

SME - Small and Medium Enterprises

BDT - Bangladeshi Taka

HR - Human Resource

MIS - Management Information System

SDGs - Sustainable Development Goals

CSR - Corporate Social Responsibility

MBO - Management by Objectives

OIC - Organization of Islamic Cooperation

CV - Curriculum Vitae

PLC - Public Limited Company

NGO - Non-governmental Organization

C/A - Commercial Area

Tk - Taka (currency of Bangladesh)

STP - Segmentation, Targeting, and Positioning

SMS - Short Message Service

ISO - International Organization for Standardization

ROA - Return on Assets

BBA - Bachelor of Business Administration

KYC - Know Your Customer

IT - Information Technology

Chapter 1

Overview of this internship

1.1 Student Information

Name: Shahanaz Akter

ID: 22164036

Degree: Master of Business Administration (MBA)

Major: Human Resource Management (HRM)

BRAC Business School, Summer 2024

1.2 Information of Internship

1.2.1 Organizational Information

Company name: Social Islami Bank PLC

Branch: Foreign Exchange Branch

Period: 30th July 2024 - 29th October 2024

Address: BIWTA Bhaban, 141-143, Motijheel C/A. Dhaka-1000.

I, myself Shahanaz Akter started my internship at the SIBL PLC, Foreign Exchange Branch on the 30th of July, 2024 and the internship duration was 3 months. I completed my internship on the 29th of October, 2024. I was mainly assigned to the General Banking sector, but I also worked under the Investment department for few days as well.

1.2.2 Information of the Supervisor

Name: Md. Maniruzzaman Ashraf

Position: Vice president and Operation Manager

Address: BIWTA Bhaban, 141-143, Motijheel C/A. Dhaka-1000

1.2.3 Job Description

While I was in SIBL as an intern, I mostly worked under the General Banking department. And, then I also gathered experience from the Investment department as well for few days.

I fulfilled the responsibilities as follows-

- Assisted with account openings and KYC procedures.
- Facilitated cheque requisitions, debit card issuance, and remittance disbursements.
- Provided support with pay orders, internet banking, and cheque clearing.
- Handled & filled up necessary BEFTN and RTGS forms
- Maintained voucher and cheque records
- Filled out account opening forms and other relevant documents.
- Assisted with deposit-related forms.
- Maintained accurate records and documentation.
- Carried out document verification and submission.
- Observed the Investment departments regular terms and regulations.

1.3 Internship Outcomes

1.3.1 Student's contribution to the organization

I started my internship at Social Islami Bank PLC on July 30th, 2024, in Foreign Exchange Branch. I was completely new and was coping up with the new environment, so my first few week of the internship wasn't filled with much activities. Besides, right after I joined at SIBL as an intern, the student protest and July/Quota movement had risen up. So the whole country was on a critical situation. That is why, for few days I could not attend the office. Though the banks were open, but my onsite supervisor told me to stay safe and not to come to the bank for few days. So, after few days when everything got back to the track, then I started joining the bank regularly. And, slowly I started to build my network with other employees and pick up the basics of opening an account from the general banking officers. Then I started to write account opening form with some help from the other officer. The bank keeps both paper copies and digital versions of these documents, but I've been responsible for only updating the hard copies whenever we acquired new cheque books and cards and issued them to customers. I could not use the online documentation system, as it required some privacy. SIBL uses the software named ABABIL, which can be used by logging in with user ID and passwords. As I was not an employee of the bank and I don't have any user ID registered, so I could not use it. Though the officers I worked with, they helped me to understand those processes they follow to use the online services. Then I helped with filling up the BEFTN an RTGS forms. And I also happened to gather my knowledge at the Investment department for few days, where I did not need to do any work, but the officers helped me to understand their different terms and regulations they use in the investment sectors of SIBL.

Therefore, I believe that I happened to contribute to the company by helping the customers to understand the requirements better and also helped the officers to do the general banking chores as much as possible.

1.3.2 Benefits to the student

During my internship at Social Islami Bank PLC (SIBL), I gained valuable experience that helped me to understand the banking industry quite better. As I mostly worked at general banking department, I had to learn different aspects of it, such as customer service and credit, where I learned about account management, dealing with the customers, and understanding banking services. As I was new to this industry, this hands-on experience greatly improved my communication skills, helped me to understand the clients minds and how to handle them in different situation, making me more confident when interacting with clients as well.

This internship program also taught me the importance of professionalism, time management, and working efficiently. I had to complete the tasks on time, which helped me improve my planning and organizational skills. The guidance I received from senior officers was really helpful in learning environment of the banking world. They were always supportive, helpful and provided useful feedback that minimized my mistakes and enhanced my learnings.

Overall, this 3 months of my internship at SIBL has been a great add up in preparing me for a career in banking. Even if I may not choose the banking industry as my career, this will add the value to my corporate skills and professionalism. So I can say that, this internship initiative increased my knowledge and skills which was helpful in shaping a student's future career.

1.3.3 Challenges / Difficulties (faces during the internship period)

During my internship at SIBL, I encountered few challenges that made the experience both rewarding and difficult for me.

- One of the biggest challenges I faced during my internship period was adjusting to the corporate environment/ workplace. As I am an introverted person, it was really hard for me to approach the colleagues and start the conversations, especially since they were often busy with their work. I would just sit in my desk and do the things I was asked to do and felt uncomfortable to ask anything when needed.
- Another difficulty was for me, the high workload at the bank, as it was foreign exchange branch, so it was often crowded with customers. As I was new to this kind of environment, the pressure made me panicked.
- During the Student protest or the Quota movement, a lot had happened to this country. Because of the money laundering of S.Alam at SIBL, we could not give the clients the money they needed all the time. Sometime the clients got angry and misbehave with the officers. So I was quite afraid as I never faced such scenario.

- I also found it difficult to collect data for my internship report. Due to the busy schedules of the officers and the limited time available, I often had to rush the process of data collection. As I was working at the Foreign Exchange Branch of SIBL, it was really difficult for me to collect the Human Resources Policies related information. And, due to probable safety, security issues, the staff and officers often do not overexplained the policies as well.
- Furthermore, the short duration of the internship, which lasted only for three months, created challenges for me as there wasn't enough time to gather all the necessary data. And the demanding work schedules of the employees made it difficult for me to arrange meetings or necessary interviews. So I had to ask whatever I needed to know in between the working process.

Overall, these challenges were a part of the learning process during this internship journey and helped me grow both professionally and personally.

1.3.4 Recommendations (for the future interns)

Based on my experience at Social Islami Bank PLC, I have a few recommendations that might improve the internship process and make it more beneficial for the future interns:

- Since it was quite challenging to adjust to the corporate environment, I recommend offering a clearer orientation sessions for the new interns. This will help them to feel more comfortable and integrate into the team more smoothly. Also, assigning a dedicated mentor to guide the interns will help them to overcome the initial nervousness at the workplace.

- The high pressure at the foreign exchange branch of SIBL can be overwhelming. To support the interns, I suggest balancing the workload more effectively. Also, offering an extra guidance during busy times can be helpful. Having more staff during peak periods could ease the pressure as well.

- During my internship, I faced difficulty gathering the essential data for my report, particularly related to HR policies. It would be helpful to ensure that interns have enough access to the necessary information in a way that respects the security and privacy, while still allowing them to gather the insights for their analysis and reports.
- The short three-month internship period made it difficult to gather all the required information/ data and conduct in-depth research. Extending the duration or providing an additional support for data collection would make the internship experience more comprehensive for the interns.
- Instead of allocating the interns to a single branch for three months, rotate them between three branches in different locations. Working in three separate branches will allow the interns to conduct more in-depth analysis. It will help them gathering more information about policies. Also it will enhance their experience and aid in the creation of an impactful report.

Chapter 2

Organizational Part: Overview of the company

2.1 Introduction

Based on Shariah law, Social Islami Bank PLC (SIBPLC), which was founded in 1995, has emerged as the top value-added banking institution in Bangladesh. It was the first bank in the country to introduce a three-tier banking system, which was designed to help reduce poverty by offering a wide range of services and modern technology-based financial products all in one place. The bank's motto is, "Working Together for a Caring Society," which highlights its focus on building strong relationships with clients and stakeholders to provide accessible financial solutions. With a workforce of around 4,000 employees across 179 branches and 195 sub-branches, SIBL also operates 356 Agent Banking outlets, that ensures people in remote areas have access to financial services (*Social Islami Bank Limited*, n.d.).

Table 1: A Quick Overview of the Company

Authorized capital	Taka 30,000,000,000
Paid up Capital	Taka 11,401,551,000
Credit Rating Agency	Alpha Credit Rating Limited
Number of Employees	4000
Number of Branches	180
Number of Shares	1,140,155,100

(*Social Islami Bank Limited*, n.d.)

Social Islami Bank PLC. is an Islamic bank committed to social responsibility, focusing on health, education, disaster management, rehabilitation, and poverty eradication (*Social Islami Bank Limited*, n.d.-b). With a dedicated CSR Desk, the bank pioneers CSR activities in

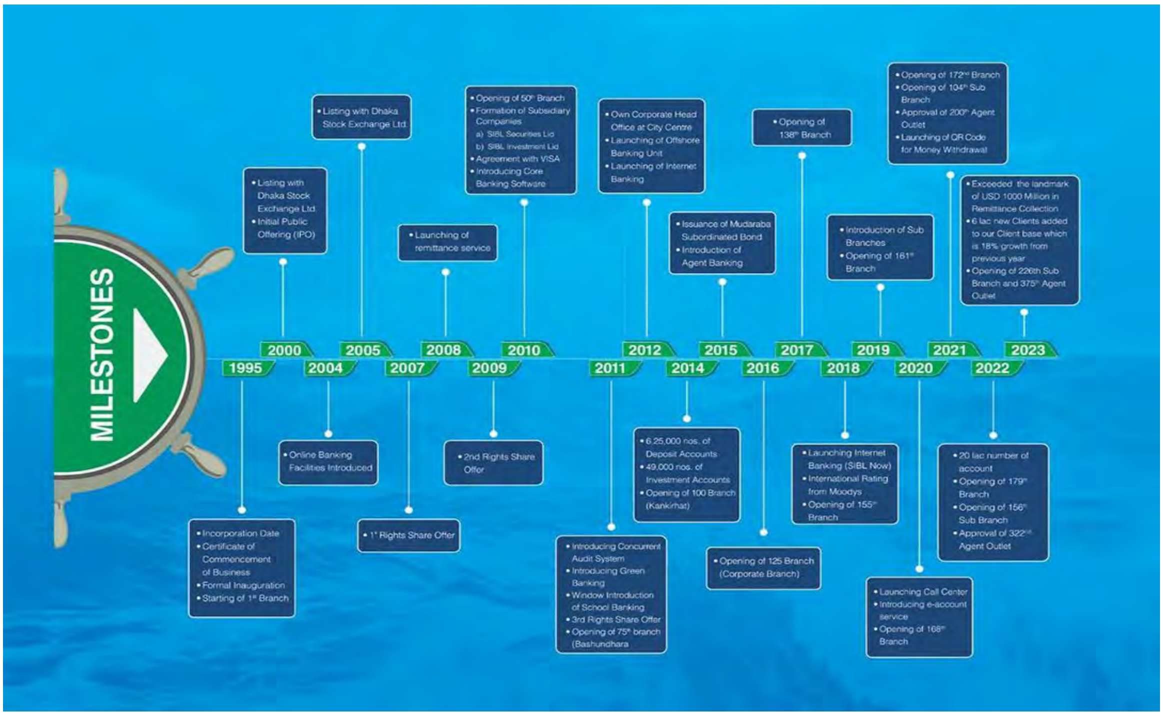
Bangladesh, assisting individuals and communities in various areas. SIBL responds to humanitarian crises promptly which aims to create a caring society. The bank is highly committed to focusing on poverty eradication and family empowerment, with a vision to become the country's most supportive and an inclusive financial institution.

SIBL offers a wide range of modern banking services, such as opening savings and investment accounts, handling foreign exchange transactions, issuing certificates, providing equipment and goods leasing etc. The bank also supports capital product purchases, minimum housing investments, and financing for small businesses. SIBL is growing its presence in SME banking and agricultural finance with a strong focus on SMS banking and mobile banking/payment options. Additionally, the bank has introduced innovative solutions like online banking to make banking more accessible and convenient for its customers/clients.

2.2 Overview of SIBL

Social Islami Bank Limited (SIBL) is a financial institution based in Dhaka, Bangladesh, which was established in 1995 under the Companies Act of 1994. The Bangladesh Bank, the central bank of our country, supervises its financial operations. Initially formed in 2007, SIBL has an authorized capital of 30 billion taka and operates 180 branches across Bangladesh (*Social Islami Bank Limited*, n.d.).

Figure 1: MILESTONE



Source: (*Social Islami Bank Limited*, n.d.)

The bank helps both new and existing business owners by providing a variety of financial services that promote trade and business expansion. SIBL has built a strong relationships with both local and international banks to facilitate global transactions and manage currency exchanges. Its mission is to serve the nation as a reliable and unique financial institution, with each department focused on achieving specific objectives that contribute to the bank's overall success.

SIBL has experienced steady growth over the past few years. The total assets of SIBL grew from TK 307.31 billion in 2018 to TK 476.44 billion in 2023, showcasing a strong expansion (*Annual Report 2023*, n.d.). The total paid-up capital also increased, rising from TK 8,121 million in 2018 to TK 10,858 million in 2023, reflecting a positive shareholder confidence. EPS have fluctuated, but the bank saw an increase from 2018 to 2023 which indicates improved profitability. Even though there was a slight dip in return on assets (ROA) in 2023 (0.56%), the bank continues to show positive financial health (*Financial Stability Report 2022*, 2023).

2.2.1 Mission

The mission of SIBL mainly focuses on creating a banking model which includes three key sectors. The bank also aims to transform into a service-oriented, technology-driven institution that generates profits while providing fast, accurate, and satisfying customer service. It strives for steady but balanced growth and aims to offer optimal returns for its shareholders. SIBL is committed to introducing innovative Islamic banking products and services and focuses on attracting and retaining skilled staff. Also, working to empower families in need by creating local income opportunities and supports social organizations through fundraising and community services are missions of SIBL as well (*Social Islami Bank Limited*, n.d.-c).

2.2.2 Vision

SIBL is focused on expanding Bangladesh's Islamic banking system by offering a range of value-added products that benefit the general public in one place. The bank’s approach blends Shariah law with modern banking solutions and technology to achieve the best outcomes. The company’s structure, along with its management and stakeholders, work together to create a positive work environment that encourages creativity, a strong ethical commitment to customers, and a sincere dedication to providing excellent service. SIBL's mission statement is,

“Working together for a caring society”

“দরদী সমাজ গঠনে সমবেত অংশগ্রহণ”

(*Social Islami Bank Limited*, n.d.-c).

2.2.3 Values

The core values of Social Islami Bank PLC are given in the table below:

Table 2: Core Values

Honesty	• SIBL focuses on maintaining honesty across their service offerings.
Transparency	• SIBL practices transparency in all the acts which creates confidence and clarity.
Efficiency	• Efficiency means precision that is needed to complete any task/job, and SIBL ensures to provide complete satisfaction through efficiency.
Accountability	• Accountability refers responsibility, and it is present above all suspicions at SIBL
Religiousness	• SIBL promotes religious principles which helps to improve economic well-being in the society.
Innovation	• SIBL intends an evolving standard of life which can provide further benefits to the clients.
Flexibility	• SIBL encourages brilliance and flexibility, leading to in increased pleasure as well as learnings.
Security	• Clients need to feel comfortable about all of their products and services, and SIBL continues to ensure that security.
Technology	• Since technology performs a major role in the modern life, SIBL are always searching for new advancements to provide their clients with the greatest comfort.

(*Social Islami Bank Limited*, n.d.-c)

2.2.4 SIBL's Strategic Objectives

Here are some of the strategic objectives that SIBL has-

- Making sure that the customers are happy, by providing fast, reliable, and high-quality services.
- Becoming a profitable bank which focuses on excellent customer services and innovative technology.

- Committing to a sustainable and eco-friendly banking practices.
- Delivering great returns to their shareholders by focusing on long-term value.
- Attracting, motivating, and keeping the best people to build a strong and talented team.
- Building a clear and practical/ realistic plan for the growth and development.
- Investing in various projects that help drive economic growth and prosperity.
- Providing financial and social supports to communities through both funding and services.
- Aligning with global standards of Islamic Banking to ensure the best practices.
- Supporting low-income families and helping them to boost the local economy.
- Carrying out various corporate social responsibility initiatives that make a positive impact on the society.

2.3 List of Product & Services

Social Islami Bank LTD provides a wide range of products & services to its consumers. Here are some of the products and services listed below:

Table 3: List of SIBL's Product and Services

Products	Services
Mudaraba Savings deposit	Online Banking
Mudaraba Current Account	Automated Clearing
Mudaraba Term Deposit	Card (Local & Foreign)
Mudaraba Scheme Deposit	ATM 24/7

Mudaraba Monthly Savings Scheme	Electronic Fund Transfer
Mudaraba Notice Deposit	Mobile Banking
Mudaraba Special Deposit Pension Scheme (5 years)	Centralized Trade
Mudaraba Education Deposit	Capital Market Services
Mudaraba Monthly Profit Deposit	Offshoring
Mudaraba Home Savings Account	Locker Process
Mudaraba Millinery Deposit Scheme	Remittance System
SIBL Super Savings Account	NPSB
SonaliDin Special Deposit Scheme	BEFTN
Mudaraba Hajj Savings Scheme (Kafela)	RTGS
Subarna-Rekha Special Deposit Scheme	SIBL Now (App)
SIBL Medical Savings Scheme	_
SIBL Marriage Savings Scheme	_

Source: SIBL Website

2.4 Marketing Practices

2.4.1 Strategies for Marketing

Social Islami Bank uses a variety of promotional campaigns to share information about its products and services. Like other financial institutions, SIBL offers a wide range of deposit plans, loan options, card services etc. As digital media has grown nowadays, SIBL also has expanded its reach to platforms like Instagram, Facebook, LinkedIn, YouTube, etc. and also sometime uses newspaper, billboards to advertise, which are making it easier to engage with a larger audience. This allows SIBL to take full advantages of many opportunities that digital media provides for marketing.

SIBL's website is designed to be much faster and user-friendly which help customers to quickly find the information or products/services they need. Simply filling out the required forms or information/data online allows the people to open a bank account from the comfort of their homes are even more convenience.

This bank follows an STP (Segmentation, Targeting, and Positioning) strategy, which is crucial for identifying and reaching the right customer groups. By understanding the different types of customers, SIBL is able to tailor its marketing strategies, efforts and products to meet their specific needs. This approach helps the bank to communicate its offerings more efficiently & effectively and connect with a wide range of potential customers as well.

SIBL's STP plan can be outlined below-

- **Age**: SIBL allows people of all ages to open accounts, they have account variation for students too. They also have a child banking program. But, Bangladeshi government policy establishes an age limit for lending to the customers.
- **Gender**: Users of all genders are encouraged to make accounts in order to receive the finest service. Moreover, Muslim customers usually prefer SIBL's services since they adhere to the Sharia banking system.
- **Positioning**: Positioning is crucial for presenting a company's product/service because the way a company showcases their goods/services are quite effective on the customers. The targeted customers must be informed about the account opening system, services, and loan application processes in a skillful manner . Social Islami Bank communicates with potential clients using a different methods, such as conventional advertising (banners), internet marketing, social media advertisements, and various types of promotions like school banking campaign. It clearly conveys the clients the ideas regarding the advantages of using their product/ services.

- **Targeting**: The target audience includes everyone in the Bangladesh region as well as those who live here and follow Islam. Though who do not follow Islam also comes here to take the services. They believe that KYC is important to target the probable market, so they uses different method for that. Therefore, customers of different income levels, social classes, and organizational sizes can easily get customized products from Social Islami Bank PLC to suit their particular needs and preferences.

2.4.2 Marketing Channel

A number of channels are usually used by Social Islami Bank PLC to promote its goods & services, such as:

- **Bank Branches:** The program intends to promote its products-services through a network of branches and sub-branches. These branches play a vital role in shaping the customers' perceptions to the bank's offerings. It influences whether the customer choose to continue their relationship with the bank in the future or not. Additionally, SIBL follows a counter-spread approach to cater to the large businesses, so they establish subsidiary branches close to the main branches. SIBL currently operates 179 branches nationwide. The bank officials also keep customers informed about their new products or services which might suit their specific needs, profession or income level.

- **Mobile Banking:** Social Islami Bank PLC has developed a mobile application 'SIBL Now' is a mobile app which is developed by SIBL. It can be used by the both iOS and Android users. Everyone can download this app and can use it to send or receive money. They can also check their balances through it and see their transaction history as well.

- **SMS Banking:** SIBL also offers SMS notifications system, so the customers will receive alerts whenever a withdrawal or deposit happens. SIBL is proud to offer a 24 hour support to the clients to ensure the best service for its customers. The clients can access any emergency services if needed by calling the 24/7 hotline at 16491.

- **Digital Platform:** SIBL provides a user-friendly online portal which can be easily used/ browsed by the customer. Customers can open accounts by submitting the necessary information/ data. Additionally, they can learn about the bank's various products/ services/ offers through the official website.

2.5 Financial Performance

SIBL's financial success reflects its long-term performance which serves as an indicator for the customers and the investors both to consider when they decide to invest in or engage with the bank. A company's financial performance is often the primary focus when evaluating a company's overall performance because it is easier to assess. It became easier because of the structured way in which it can be analyzed easily. This report examines SIBL's financial performance and the accounting practices over the past five years, using graphical data to illustrate key trends.

2.5.1 Total Asset

Between the years 2018-2023, the SIBL's total assets grew from TK 307.31 billion to TK 476.44 billion (Appx). This steady increase of total assets over the past six years highlights the positive performance of SIBL in growing its total assets. This graph below demonstrates SIBL's total assets in millions:

Figure 2: Total Asset

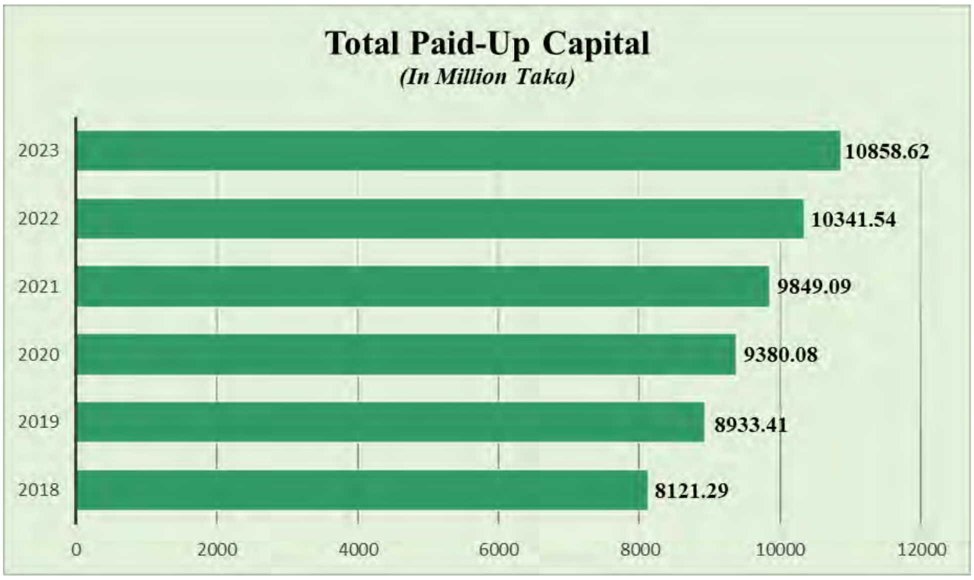
Source: (*Annual Report 2023*, n.d.)

2.5.2 Total Paid-Up Capital

The total paid-up capital of SIBL represents the amount of total money the bank has raised from the shareholders through the sale of the shares. Looking at the figures from the year 2018 to 2023, it is evident that the total paid-up capital has seen a significant growth. This tells us that more shareholders are investing in SIBL, which indicates a positive trend for the bank.

The total paid-up capital of SIBL is showcased in the chart down below:

Figure 3: Total Paid-Up Capital

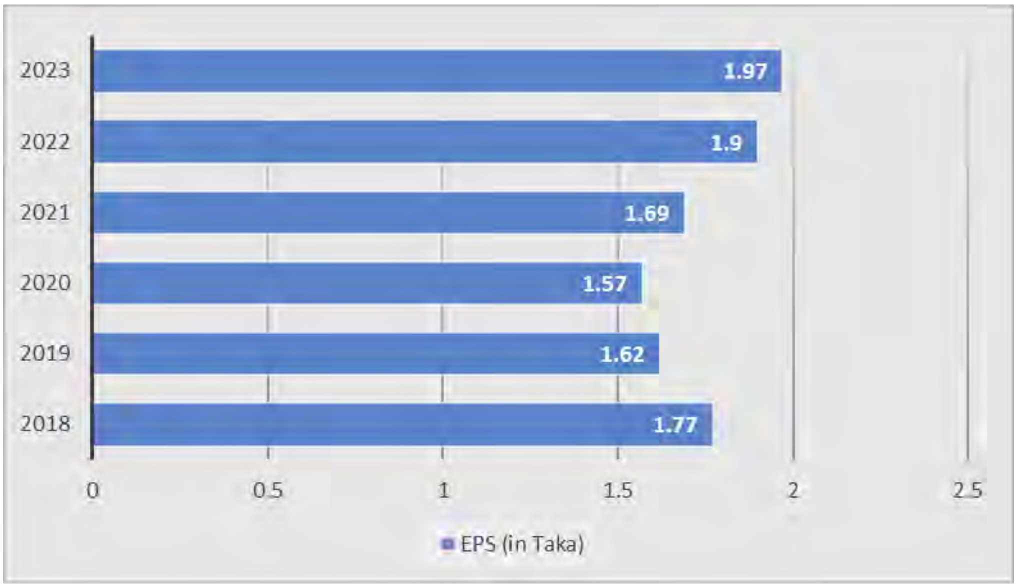


Source: (*Financial Stability Report 2022*, 2023)

2.5.3 Earning Per Share (EPS)

SIBL's earnings per share (EPS) reflect the amount of profit generated from each outstanding share. As a key measure of profitability, the higher the earnings per share, the more profit the bank is making. The bar chart drawn below shows SIBL's earnings per share from 2018 to 2023 which reveals fluctuations over time without following a clear trend. Notably, the earnings per share in 2022 were slightly higher compared to 2023.

Figure 4: Earning Per Share

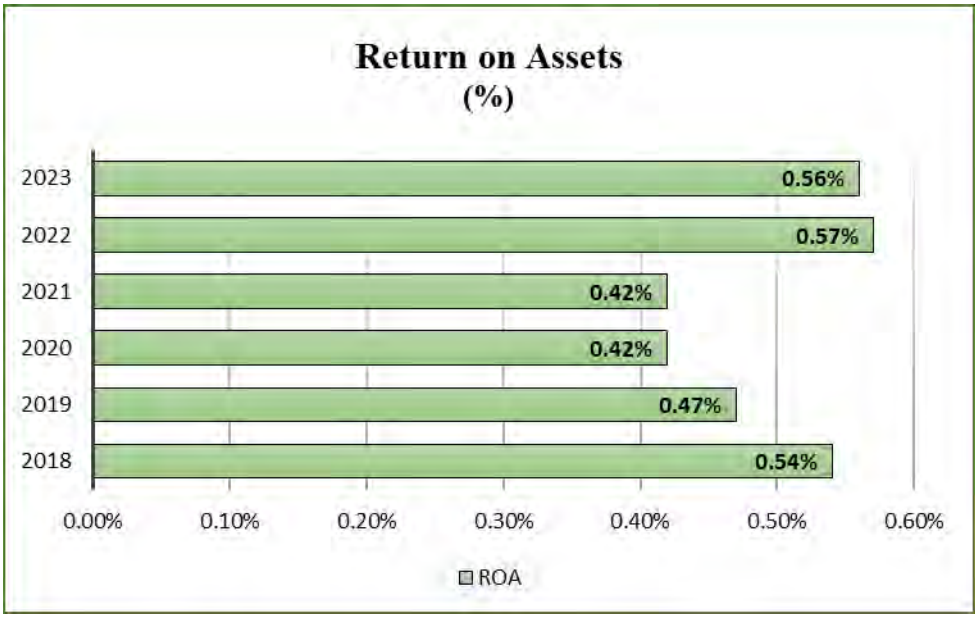


Source: (*Financial Stability Report 2022*, 2023)

2.5.4 Return on Assets (ROA)

The return on asset ratio of SIBL reflects the probable profit generated from its total assets. According to the chart below, the ROA percentage declined from the year 2018 to 2021, then increased again in 2022. However, last year there was a decrease in ROA.

Figure 5: Return on Assets



Source: (*Financial Stability Report 2022*, 2023)

2.6 Management of Operations & Information System Practices

2.6.1 Operation Management at SIBL

At SIBL, operational management is responsible for managing the processes that turn its resources into valuable outputs. This entails planning, organizing, and supervising all the working activities which ensure smooth operations. Top managements appoint operations managers and they are responsible for various areas such as accounting and institutional functions. They prioritize customer satisfaction as well. Their main focus is on building a strong client relationships and motivating the staffs to provide exceptional service.

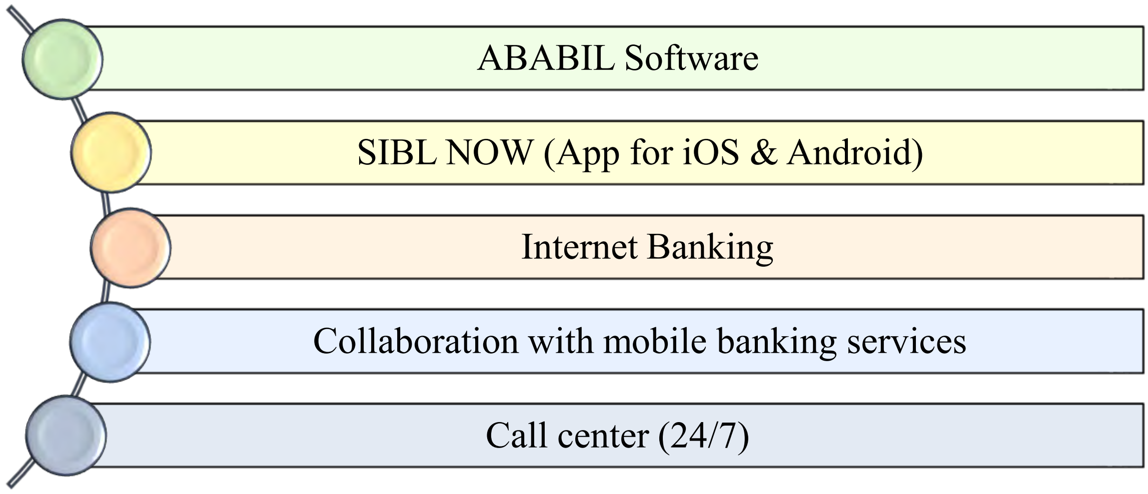
At SIBL, operation management goes beyond the operations manager, with various tasks are distributed to the employees to ensure efficiency. While distributing the tasks, SIBL keeps the term in mind- 'Right person, in the right place'. Also, accounts and operations are reviewed regularly to help identify and address any issues instantly. Additionally, operational management monitors the staff and equipment such as computers, to ensure inputs are converted to outputs efficiently. This approach contributes to maintain smooth, efficient, and customer-oriented operations throughout the bank.

2.6.2 Information System (IS) Practices at SIBL

As technology becomes more common nowadays, the banking industry in Bangladesh has gone digital. SIBL has been a forefront leader in using these new technologies, which helps it to be competitive in the market. This bank uses advanced technology which is customer friendly as well. The website and other technology can be easily understandable and used by the customers. To increase the productivity and provide better services to the customer, SIBL uses management information systems (MIS) at all levels of its operations, starting with managing the customer accounts.

Mostly used IS practices at SIBL are showed in the figure below-

Figure 6: Information System used at SIBL



2.7 Human Resources Management Practices

2.7.1 Leadership style

At SIBL, both autocratic and democratic leadership styles are practiced, with a balance between the two are needed to achieve organizational goals while keeping employees and staffs happy and engaged. In an autocratic approach, usually one leader holds all the power to make the decisions, with little involvement from the others. This style often requires strict rules & regulations and standards imposed on staff. On the other hand, democratic leadership, also known as participatory leadership, involves more than one person (multiple people) in decision-making. It is based on mutual understanding, respect and collaboration, where leaders encourage the feedback, organize discussions, and allow staffs to contribute their ideas to make important decisions. Both of the leadership style at SIBL plays a significant role in shaping its organizational culture.

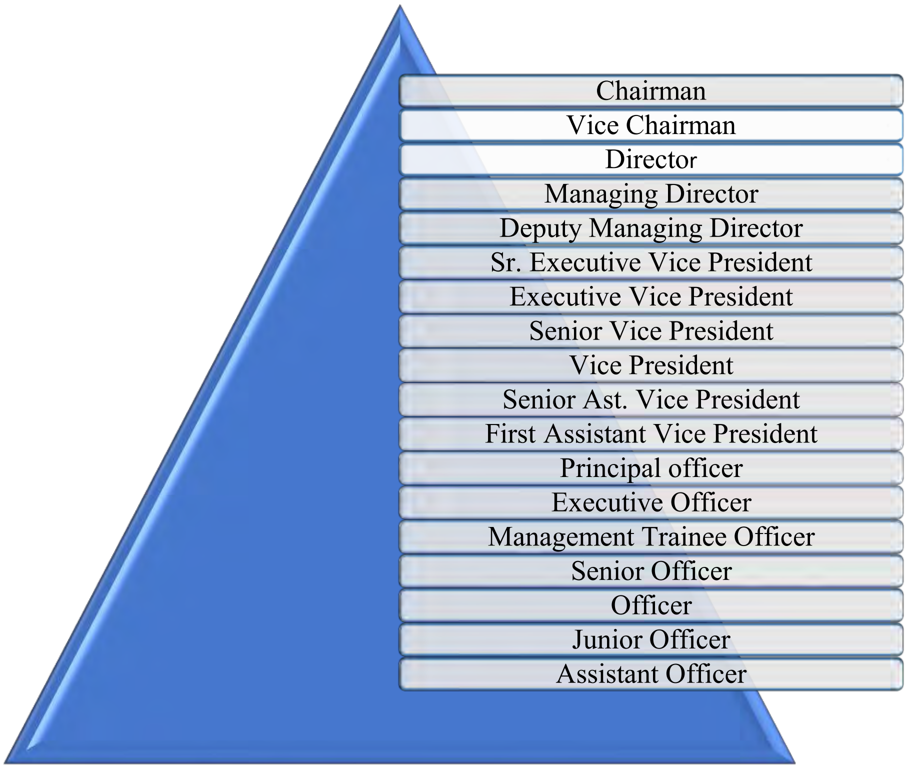
2.7.2 Corporate governance and the structure of SIBL

SIBL's governing council makes the crucial decisions for the bank, including growth, corporate strategies, and supervisory policies. Corporate governance bodies are listed below-

Corporate governance

Similar to other companies, SIBL has a hierarchical structure in which staff members carry out their designated tasks in order to achieve the goals of the company.

Figure 7*: *Corporate Governance Hierarchy



Source: SIBL Website

2.7.3 Human Resource Planning of SIBL

Human Resource Planning is vital for any company/organization, including Social Islami Bank (SIBL). It helps the SIBL's HR department anticipate and address the staffing needs. Effective HR planning enables SIBL's management to design various strategies that align with both short-term and long-term goals, ensuring the smooth operations of the organization. By forecasting the workforce requirements, SIBL can prepare for potential issues like staff shortages, unexpected absences, and other challenges that may arise.

SIBL's HR management approach is quite flexible, allowing the bank to adapt to various situations. They anticipate potential disruptions and put contingency plans in place to deal with any unforeseen events. In order to optimize their HR planning, SIBL focuses on four (4) key aspects:

1. Recruiting qualified individuals to fill necessary roles. To do that they try to include qualified personnel.
2. Various training and development programs for enhancing the employees' skills and capabilities.
3. Providing competitive compensation and motivation to keep the staff engaged and productive all the time.
4. Addressing and handling conflicts effectively when they occur, to maintain a harmonious work environment.

These strategies ensure that SIBL maintains a strong, well-equipped, and motivated workforce, ready to meet the challenges of the banking sector.

2.7.4 Recruitment & Selection Process

❖ **Recruitment**

The recruitment and selection process at Social Islami Bank (SIBL) is designed to ensure that they hire the best talent from the market that aligns with their principles, values and goals.

SIBL follows a well-structured recruitment method to ensure it hires the best and competitive talent out of the market. The process includes several essential steps designed to efficiently and effectively select qualified people for the needed positions:

- **Identifying the need:** SIBL starts by evaluating its staffing requirements and determining the specific roles/position that need to be filled. The critical positions that are essential to support the bank's strategic goals are prioritized.
- **Setting Job Requirements:** This bank clearly defines the qualifications, experiences, and skills required for the selected job post. This entails understanding the level of expertise required, from entry-level to seasoned professionals.
- **Sourcing Candidates:** SIBL employs a diverse range of recruitment methods, including internal referrals, job portals, social media platforms, and recruitment agencies, to attract diverse candidate range.
- **Screening and Shortlisting:** Once applications are received, SIBL's HR team screens them based on qualifications and experience outlined in the job description. Suitable candidates are shortlisted for evaluation.
- **Assessment and Evaluation:** SIBL evaluates candidates using various methods, like- interviews, written tests, and sometimes psychological assessments, to determine their suitability.
- **Selection:** Now when they are evaluated, based on that they proceed to final selection process.

By following these steps, SIBL ensures that it recruits employees who align with the bank's values and contribute to its overall success.

Medium for Recruitment Advertisement

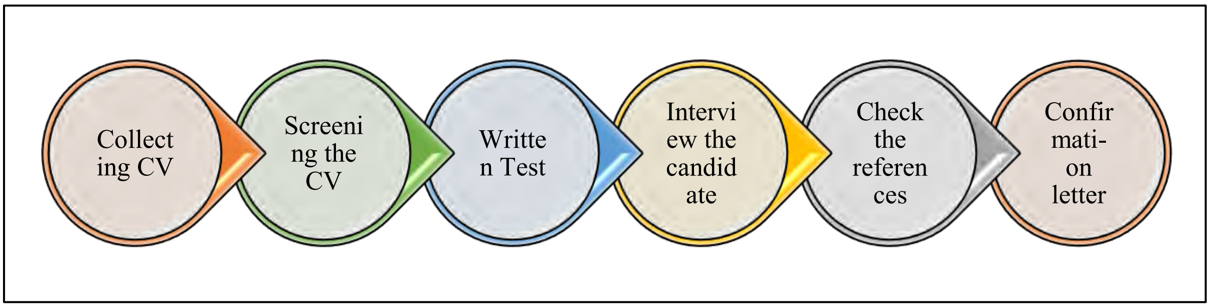
- Daily Newspaper
- BDjobs.com
- Prothomalojobs.com
- University
- Social Media pages

- Head hunting organizations, etc.

❖ **Selection Process**

Hiring the right employee, placing the right person to the right position, especially in the banking sector, is a complex and quite difficult task, and SIBL does the processing carefully which is structured to identify top candidates from a large sample. Though the process is quite time-consuming, but it is designed to achieve the best results overtime.

Figure 8*: *Employee Selection Processes



To find the most qualified candidates from the job market, SIBL follows a thorough screening procedure. This procedure involves multiple stages, and each aimed at assessing the candidates different skills, experiences, and qualifications to ensure the best fit for the company. This process begins with a review of resumes to eliminate those who don't meet the required criteria. Then, the shortlisted candidates are asked to take a written test. Those who succeed in the written test, get to move on to a physical interview, where further evaluation takes place. After that, the final steps include checking references and conducting an employee orientation to ensure the candidate is fully prepared for the job post/ role.

By carefully managing these multiple steps, SIBL ensures that they hire the individuals who are well-suited for the company to help the bank achieve its goals in an efficient way.

2.7.5 Training and Development

Skilled workforce are essential for defining the success of an organization. It helps to maintain an open communication with employees. Employees are valuable assets to the company, and having a well-trained workforce can enable a business to handle any kind of challenges. To keep up with today's changing environment, ongoing training is very important. Training is crucial not only for the company's long-term success but also for the personal growth of the employee.

In order to improve the HR policies and the operations, Social Islami Bank has established an effective HR system to enhance HR activities which are aimed at achieving the expected skills and outcomes. This bank works to optimize the performances by maximizing output while minimizing the input. And, to achieve this, they try to hire skilled individuals who can contribute to high levels of customer satisfaction and help the bank to reach its long-term goals and target. This bank dedicates it's time to hiring the right talent, so that SIBL can implement the right policies.

SIBL pays a high importance to its employees which is why it has its own training center, where seasoned staff and trainers work together to educate and inspire new employees. It also employs different strategies to ensure its employees motivations and engagement.

2.7.6 Compensation

Compensation is key component for employee motivation and loyalty. At SIBL, employees get rewarded for their hard work with various benefits designed to foster commitments and satisfaction. These benefits encourage the employees to dedicate themselves even more to the company. These rewards include both monetary incentives and non-financial incentives as well, such as vacations, picnics, pensions, diversity initiatives and a safe workplace.

SIBL prioritizes employee well-being through various training programs, pension plans, and performance-based incentives as well, fostering a positive work environment and long-term loyalty for a secured financial future. Here are some of the SIBL's provided incentives to the employees-

House Rent Allowance (HRA)

- For positions from FAVP to VP, employees receive a house rent allowance equal to 50% of their basic salary.
- Employees from Officer to JAVP also receive a 50% allowance based on their basic salary.
- Additionally, from SVP to DMD, 50% of their basic pay is given for housing allowance.

Car Loan Scheme

- Employees ranged from AVP to SEVP are eligible for car loans under the bank's car loan program.
- DMD to MD level employees are provided with full-time car, which includes gasoline, driver, and maintenance costs etc.
- Additionally, employees at these high levels are offered one car for their personal use, according to the bank's car loan scheme.

Bonus and Incentives

- Each employee gets an annual festival bonus, which is equals 100% of their regular salary.
- On top of festival bonuses, employees also receive incentive bonuses, typically ranged from 4-8 times of their basic salary, based on SIBL's earnings.

Leave Fare Assistance (LFA)

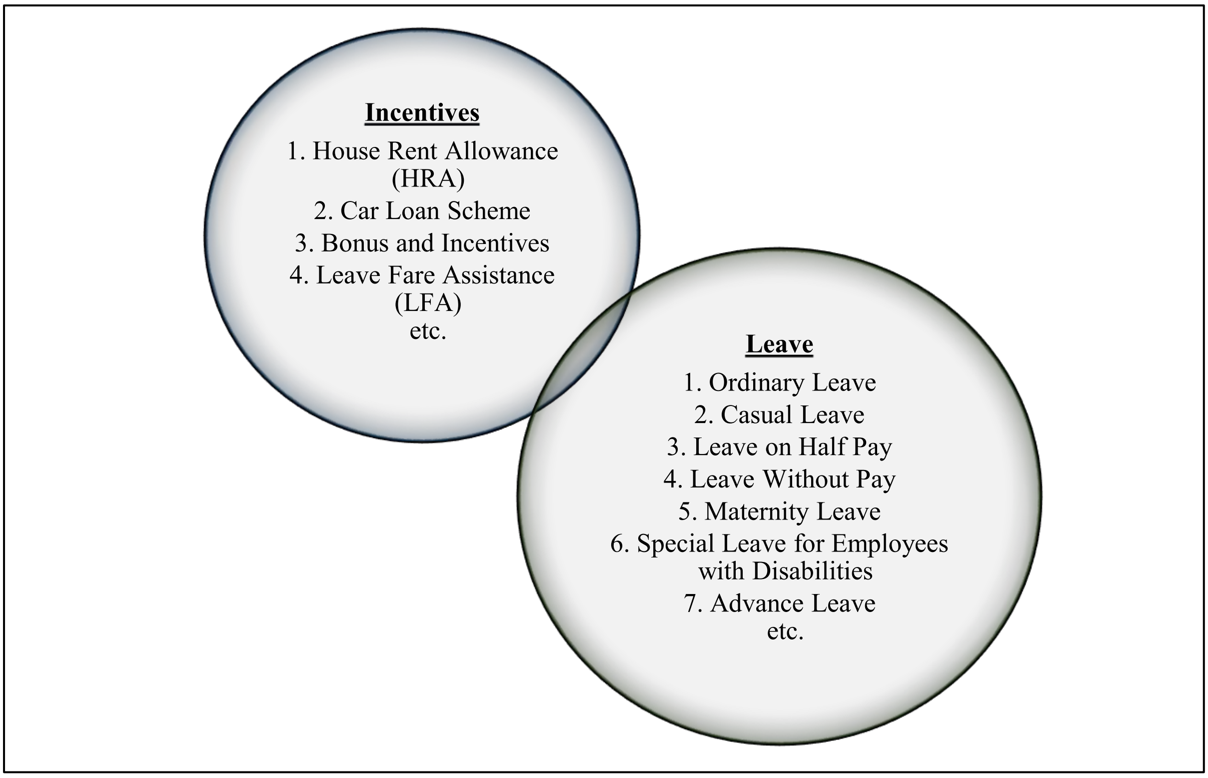
- Employees are eligible for LFA after they complete one year of service with the company.
- For the probationary officers, a consolidated allowance is provided (TK. 15000).

- For probationary officers who have successfully passed their probation period, this amount increases to TK 20,000.

Also, SIBL offers its employees various leave options to ensure they have enough flexibility and support they need, specially the women. The leave options include:

- **Ordinary Leave**: Employees can take regular leave with full pay (around for 15days a year).
- **Casual Leave**: Short-term leave for personal matters. Specially if there is an emergency for the women, they consider that seriously an try to give them the leave as soon as possible
- **Leave on Half Pay**: SIBL gives employees leave with half of their usual salary.
- **Leave Without Pay**: In case of an extended absence, employees can take leave without receiving a payment.

Figure 9: Compensation



- **Maternity Leave**: A period of time for female employees to focus on their health and care for their newborn, SIBL offers 6 months maternal leave. Even after the leave period ends, SIBL makes sure the female employees are doing okay while working.
- **Special Leave for Employees with Disabilities**: This leave is exceptional for the employees who have disabilities. SIBL provide them additional support as needed.
- **Advance Leave**: Employees have the option to take a leave before it has been accrued.

Additionally, SIBL has a ***Trust Fund***, and compensations which are offered depending on specific situations. For example, if any employee requires a major medical procedures like surgery, they will receive a financial assistance to cover the expenses. SIBL also provides **on-site medical care** with two physicians available at the employee headquarters to support their health needs.

2.7.7 Performance Appraisal

The outcome achieved in a company is highly related to the support it gives to the workforce. The employees intend to put more efforts to their work, when they know that their performance is being monitored. And, as a result, the more the employees contribute, the more improvement happens to the organization's ability to meet its goals. Reviewing the performance helps to assist in creating training programs that are successful and uncovers the areas of underperformances.

Social Islami Bank (SIBL) uses different methods to assess employee performance, such as :

- **Weight checklist method**: This approach assigns particular weights to a list of work behaviors (C. Lunenburg, 2012). In this approach company creates a list of job-related behaviors and assigns weights to each behavior based on its importance. After that employees are rated on each behavior, and the overall score is calculated based on the weights. The employees are informed that their performance is being observed and clearly outlines the criteria for evaluation.

- **Critical incident method**: Critical incident method starts with identifying the job requirements for an effective performance (C. Lunenburg, 2012). In this method, SIBL management documents both positive and negative aspects of employee performance over a specific period of time.
- **Management by Objectives (MBO):** Employees and managers set specific goals for a certain period. Performance is reviewed based on how well the employee achieves those goals.
- **360-Degree Feedback:** With this method the bank gathers feedback from all levels: managers, peers, subordinates, and even customers. Uses online questionnaires to collect opinions, ensuring a comprehensive review of an employee's performances. This promotes ongoing self-evaluation and feedback to improve performances.
- **Psychological appraisal:** This approach evaluates an employee's future performances using in-depth interviews, psychological exams, and personal dialogues. It focuses on identifying potential and determining emotional intellectual characteristics which may influence future success.
- **Best and worst performance appraisal**: Here, the employees try to record their best and worst performances and then compare them to gain the insights.
- **Ranking system**: Employees' behaviors are ranked based on a specific system, which allows a clear assessment of their performances.

The mentioned methods ensure that performance is regularly and closely monitored, which promotes both individual and organizational growth.

2.7.8 SWOT Analysis of SIBL

SWOT stands for strengths, weaknesses, opportunities and threats. This analysis describes a company’s ability to standout in the market using its strengths and opportunities, while overcoming the weaknesses and probable threats.

This is what SIBL’s SWOT analysis says about its condition -

Strength:

Strengths include a strong brand, a devoted clientele, a solid balance sheet, distinctive technology, and more, that highlight an organization's strengths and set it apart from the competition in the market. (Kenton, 2024)

Social Islami Bank’s strengths are-

- The Human Resource Department at SIBL is well-organized, with thorough record-keeping for all the employees.
- SIBL has its own training Centre which helps it to reduce costs while providing effective employee training programs.
- This bank has a skilled and qualified workforce that contributes to its overall success.
- It believes in placing ‘the right person to the right place’. So the job can be done by the right person.
- This bank focuses on customer satisfaction, offering excellent services through the trained staff and an Islamic banking approach.
- SIBL enjoys a positive public image, known for affordable fees and continuously upgrading its product and services.

Weaknesses:

Weaknesses are factors that limit a company's performance and competitiveness, such as a weak brand, high turnover rate, excessive debt, poor supply chain, or limited capital etc. (Kenton, 2024)

SIBL’s weaknesses can be-

- Due to excessive work demands the staff turnover rate becomes high, leading to frequent departures.
- Many employees lack the necessary equipment, training and technical skills to efficiently carry out HR tasks. It reduces the productivity.
- The HR department at SIBL lacks digital technology and relying mostly on manual processes, which hampers efficiency.
- When there is huge workload at the bank, the leisure opportunities for employees to relax becomes short and limited. It creates stress and productivity gets hampered.

Opportunities:

Opportunities are external factors that could provide an organization with a competitive edge, such as changes in regulations or market conditions that enhance growth potential. (Kenton, 2024)

SIBL’s opportunities can be-

- SIBL can expand its workforce by utilizing into the large number of educated job-seeking individuals in Bangladesh.
- This bank has the opportunity to invest in advanced technologies and equipment. It will enhance the employee performance.
- With a high number of job applicants and recruiting them correctly, SIBL can ease the employee workload. Also SIBL can hire part-time employee to share tasks.
- This bank may continue to get benefited from the strong demand for Islamic banking, given the large number of Muslim population in Bangladesh.

Threats:

Threats are the external factors that can negatively impact an organization, such as natural disasters, rising costs, increased competition, a limited labor supply, etc. (Kenton, 2024)

SIBL’s threats might be-

- Technology is always evolving, which could make the current HR practices obsolete which will require additional training expenses. This increases the training and development costs.
- New employees often lack knowledge of Islamic banking, which could make it difficult for them to adopt and follow its practices and impact service quality.
- Other banks may offer better salary and benefits packages, potentially which can lead to higher employee turnover at SIBL.
- There could be layoffs in HR department if the government or Bangladesh Bank enforces stricter HR regulations.

2.8 Summary & Conclusion

SIBL has been Bangladesh's one of the leading financial institutions since its founding in 1995, dedicated to offering cutting-edge and Shariah-compliant banking services. The bank operates a three-tier system, including 179 branches, 226 sub-branches, and 375 agent banking outlets which ensures access to services nationwide. By embracing technological advancements like internet banking and mobile app, SIBL has kept up with the digital transformation in banking, which makes it easier for the clients to reach.

SIBL’s mission, “Working Together for a Caring Society,” emphasizes its goal of creating a robust Islamic banking system in Bangladesh. It aims for profitability by focusing on customer services, innovation, and building tech-driven management systems while adhering to ecological and corporate responsibility principles.

2.10 Recommendation

SIBL can enhance its services by updating marketing strategies to better inform customers about what the bank offers. Also improving financial features to increase shareholder returns will make the bank more attractive to the investors. With the growing use of ATM cards, increasing the number of ATM booths nationwide should be a priority too. Moreover, the bank's website should be updated to provide more useful information that can assist the customers, improving overall accessibility and better customer experience. These steps will help SIBL to stay competitive and strengthen its market presence even more.

Chapter 3

The Role of Job Satisfaction in Enhancing Employee Motivation

3.1 Introduction

This paper mainly focuses on the importance of job satisfaction at SIBL and how it plays a crucial role in motivating the employees in contributing to the success of the company. Job satisfaction reflects to how related the employees are with work and how directly it affects their emotional well-being and performances. Work performances, relationships with peers, management practices and how the employees are treated by the managers, etc. these factors significantly influences the satisfaction levels of the employees.

Employee happiness is well known key factor for the success of any business. Here in SIBL, the management is committed to understanding and addressing the needs of the employees. Motivated and satisfied employees are more engaged, productive & loyal, which drives up a better performance and growth of the company. This paper explores various factors of the impacts of the job satisfaction at Social Islami Bank Ltd, which aims to identify the areas where improvement can be made to boost motivation and build up a more supportive workplace culture. Ultimately, improving employee well-being and organizational performance depends on strengthening the connection between motivation and job satisfaction.

3.1.1 Literature Review

Job satisfaction plays an important role in understanding the idea of what actually motivates the employees and how the behave at workplace. It involves an individual’s emotional and mental reactions to their roles as well as their opinion if the job and workplace. And it is studied that many factors influence in an organization about how satisfied someone may feel in their position. In this specific part of this report, we will explore the key theories and practical studies (in the context of SIBL) that help to explain about the connection between job satisfaction and motivation.

Concepts of Job Satisfaction

Job satisfaction is shaped by a numerous intrinsic and extrinsic factors which directly have impact a person's perception of their work. This response reflects the fact that how people view their own worth and value at a workplace. This point of view of the workers can affect their commitment to the company goal through their motivation. When the employees feel more motivated and more satisfied, this usually leads to more productivity which boost their overall performances as well. Employees emotion and reactions to their job whether it is positive or negative, good or bad, it determines their job satisfaction (Davis and Newstrom, 2002). Both the workplace culture and the perspective of the employee about their job position/ job responsibility have an impact on the emotional well-being of the employees as well.

'Work environment' is one of the key factors in the concept of job satisfaction. Taylor's (1911) early works had emphasized, that job satisfaction could be significantly improved through different incentives like bonus, compensation (financial & non-financial both), promotions, career growth etc. To create a positive emotions through motivation among the employees, these external rewards can play a crucial role. Because when the employees feel appreciated and their work gets the recognition, they experience a positive emotion that boost up their engagement and performances. Vroom's (1964) view of job satisfaction connects with this theory as well, where it is seen as a positive emotional state that arises when an employee's needs are met by the rewards that is offered by the organization. Ensuring that the employees are recognized and valued well can assure higher job satisfaction and ultimate business success.

Determinants of Job Satisfaction

The factors that influence job satisfaction can go beyond just salary or job titles. Things like job security, remunerations, fair pay, job security, career development opportunities and the overall positive work environment are key elements to shape employees feelings toward their job. Job involvement and empowerment of the employees play a significant role to an employee's overall satisfaction (Spector, 1985). In a bank like SIBL, compensation (especially financial) and job security are mostly considerate as top priorities. But, a supportive environment, opportunities for professional growth can also create a difference. When an employee feels secured, valued, have necessary opportunities to prosper, they feel more satisfied with their roles and becomes more committed to their work/ responsibilities.

Also, leadership & organizational management practices may influence job satisfaction as well. According to Hoppock & Spielgler (1938), any physiological psychological and environmental elements are necessary for job satisfaction, which means that the workers are impacted by cultures of the company as well as any other tangible benefits (Asiedu, 2015). Leadership in SIBL promotes an open communication between the peers, building trust, and appreciation which helps employee satisfaction, that increase their level of motivation as well.

The Link Between Job Satisfaction and Employee Motivation

Employee motivation is strongly related with job satisfaction because if the employees are satisfied enough, they tend to get more motivated toward their work. Paul Spector (1997) claims that an important indicator of a workers motivation level and overall performance of the job is job satisfaction (*Job Satisfaction*, 1997). Employee's commitment toward the company, their engagement, productivity level etc. are usually higher when the employees are more motivated. According to Lawler (1973), satisfaction at job arises when there is a balance maintained between employees expected rewards and the actual rewards. If the balance is more closure then the employees get more satisfied and if the balance is not close enough, then the satisfaction level decreases among them.

Also, retention and commitment among the employees get affected by job satisfaction. Higher satisfaction lowers the turnover rate and it also lowers the associated expenses for the company because the workers do not look for job elsewhere when they are highly satisfied. To maintain an efficient and effective workforce in an extreme competitive industry like banking sector need a high level of motivation and job satisfaction.

The Role of Job Satisfaction at SIBL

Since SIBL is a bank with an established local appearance in the community, it is really necessary to promote employee satisfaction. The leadership styles, relationship among the employees, work environment etc. are crucial to create a huge impact on how motivated they are and what are the employee's perception of their job position. Employee satisfaction can help SIBL to enhance the possibility that the employee will deliver an excellent customer service. After all, the employees are the faces of any company, they interact with the clients everyday which is why their attitude can have a huge impact toward the customer satisfaction., which will be helpful for the company as a whole, especially considering the significance of their client-facing positions in banks.

At SIBL, the internal forces like the remuneration, workplace environment, their corporate culture, etc. usually impact job satisfaction which is crucial for inspiring the employees. These elements are necessary for keeping a motivated and happy workforce and SIBL's leadership style must consider this. The employees when they feel appreciated, valued and supported, are more likely to behave in such a way which helps to promote the company's value/goal/ motive. And, this leads to the ultimate success by increasing their involvement and productivity.

Job Satisfaction Factors

Various key elements that effect employees behaviors, actions, emotions and output shape job satisfaction. These elements consists of:

- Compensation and benefits: Compensation and benefits are crucial for employee satisfaction at workplace. Benefits like healthcare, provident fund, retirement plans, job securities etc. add value. On the other hand, compensation consists of two things- fixed salaries and incentives based on performances. When the employees feel that they are not getting paid enough, this might cause them to be unhappy, dissatisfied and demotivated.
- Management Support: A manager plays a crucial role in guaranteeing employee satisfaction. A positive interaction between the managers and the employees contributes to increase job satisfaction as well as company's success. A positive work environment requires a clear goal/vision and a consideration on the employee well-being.
- Employee Stability: Job stability/ security is highly valued to the employees. Employees are more likely to stick to the organization when they feel secured about their job. Lacking in the job securities might lead to a higher/ excessive turnover rate.
- Career growth opportunities: When workers are given the opportunity to grow in their careers, the become more satisfied. After an excellent performance if they get promotions, more responsibilities, recognition, compensation, their satisfaction, retention and motivation level increases.
- Collaboration with colleagues: A strong bond and understanding relations between the peers promote better communication, resulting increase in satisfaction and reducing stress level. A cohesive team raises the spirits and promotes exchange of knowledges.

- Workplace environment: When similar values and work ethics are shared by the employees, it creates a positive work environment, resulting job satisfaction. Also, a team that is nice, supportive, welcoming and understanding toward it’s members, helps the workplace to become better.
- Recognition for job performance: Employees get motivated by recognition. Their job satisfaction increases when they believe that their efforts are appreciated, valued and recognized and duly rewarded.

In conclusion, elements including managerial support, equitable pay, career growth opportunities, job security, recognition, a good work environment, compensation, teamwork etc. have an impact on job satisfaction. When combined , these factors help the employees feel motivated and valued in their job roles.

3.1.2 Objectives

General Objective:

- To analyze various factors that influence job satisfaction among the employees at SIBL is the primary objective here.

Specific Objectives:

- To identify the vital elements contributing to SIBL employees’ job satisfaction.
- To develop different tactics that can enhance job satisfaction at banks, resulting in a more driven, effective & productive workforce.

3.1.3 Significance of the Study

This study has significance because it emphasizes on how job satisfaction at Social Islami Bank Ltd can boost employee motivation. Maintaining employee engagement, commitment, and motivation at workplace is highly dependent on job satisfaction. The employee retention & good performances have a positive correlation with the level of their satisfaction.

The two main components of this study are- 1. Hygiene factors & 2. Motivation factors. Fair pay, equal benefits, job securities etc. are the examples of hygiene factor, which creates the foundation for the employee satisfaction. However, the motivational factors such as recognition, appreciation, feeling a sense of purpose, etc. can additionally boost job satisfaction among the worker, which leads to improve the employee engagement and performance.

In summary, in this study the purpose is to investigate how job satisfaction can affect employee motivation at SIBL by addressing both basic needs like pay, benefits, job securities etc. and motivational factors like recognition, appreciation, sense of purpose etc. This might help the bank to develop initiatives to boost employee satisfaction which will increase the overall employee performance and their loyalty to the company.

3.2 Methodology

This section describes the methods and approaches to studying job satisfaction and how it affects employee motivation at Social Islami Bank Ltd.

Research Design

To define and understand the various elements that affect job satisfaction among SIBL employees, this study uses a descriptive research design. The goal is to collect comprehensive data/ information and insights about the working environment and determine the key factors that affect employee motivation at SIBL.

Target Population

This study focuses on the workforce of SIBL. The target group consists of employees from various job positions at SIBL, offering a diversified point of view, insights and opinions on job satisfaction and its effect on motivation within the bank.

Sampling Method

In this study, purposive sampling which is a non-probability sampling technique has been performed. By using purposeful sampling, it is possible to intentionally choose or selecting participants who are informed and capable of sharing some insightful feedback on the research. The participants who are likely to have a thorough understanding and awareness of the elements influencing motivation and job satisfaction within the bank.

Sample Size

For this study, total of nineteen (19) employees from the SIBL's Foreign Exchange Branch have been selected. Through surveys and interviews, these people will provide information that will help creating a thorough picture of the employee satisfaction and motivation at SIBL.

Data Collection Methods

In order to collect data for this study, both primary and secondary data were used.

- **Primary Data:** The primary data will be collected through in-person interviews with the SIBL's senior executives. Their opinion on workplace environment, job satisfaction and employee satisfaction will be included in these interviews. In order to collect the quantitative data on employee satisfaction, career development opportunities, work-life balance, a survey will be also given among the employees.
- **Secondary Data:** The secondary data will be collected from different sources like yearly report, SIBL's official website, relevant materials like literature. This consists of different books, articles, research papers, journals on Human Resources Management, which might provide information about SIBL's training & development programs.

3.3 Findings & Analysis

3.3.1 Analysis

Questionnaire Analysis

A group of entry-level and mid-level employees filled out the survey forms in order to collect the data. Also, I interviewed a few employees to gain further insights on the topic. These interviews helped a lot to understand the internal & external elements that influencing the organization. This analysis varies based on what type of questions are asked to the interviewee.

Personal Information of the participants:

Age Category of respondents:

Table 4: Age of Respondents

Age Ranges	No. of respondents
26-30	1
31-35	4
36-40	8
41-45	2
46-50	3
51-55	1

Table 5: Gender of Respondents

Male	11
Female	8

Table 6: Designations of Respondents

Junior officer	3
Assistant Officer	4
Officer	3
Senior Officer	5
FAVP	3
AVP	1

Survey Questionnaire

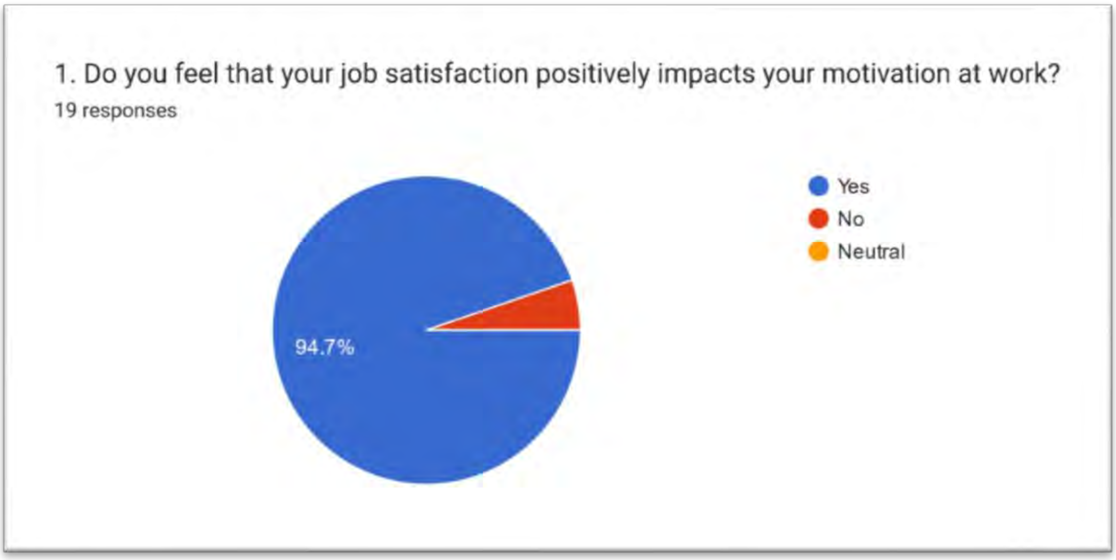
The results of the job satisfaction survey that was given to the Social Islami Bank Ltd. employees are as follows:

1. Do you feel that your job satisfaction positively impacts your motivation at work?

Table 7: Question 1

Yes	No	Neutral
18	1	0

Figure 10: Survey Question 1



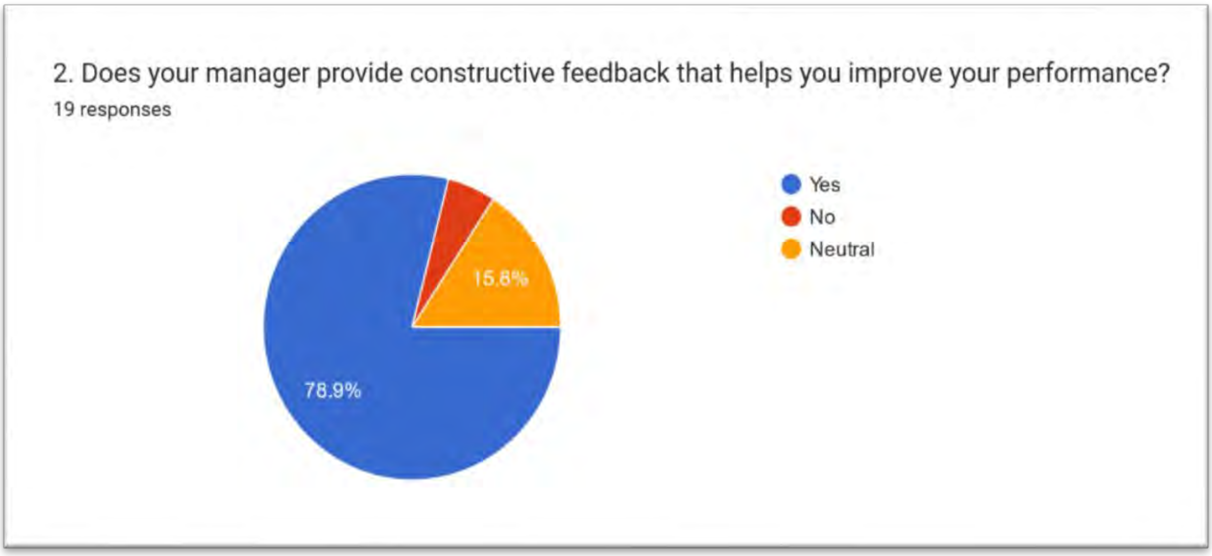
Interpretation: 94.7% out of 19 participants believed that the motivation is positively impacted by job satisfaction, whereas 5.3% disagreed. This demonstrates a strong belief that motivation at work is increased by job satisfaction.

2. Does your manager provide constructive feedback that helps you improve your performance?

Table 8: Question 2

Yes	No	Neutral
15	1	3

Figure 11: Survey Question 2



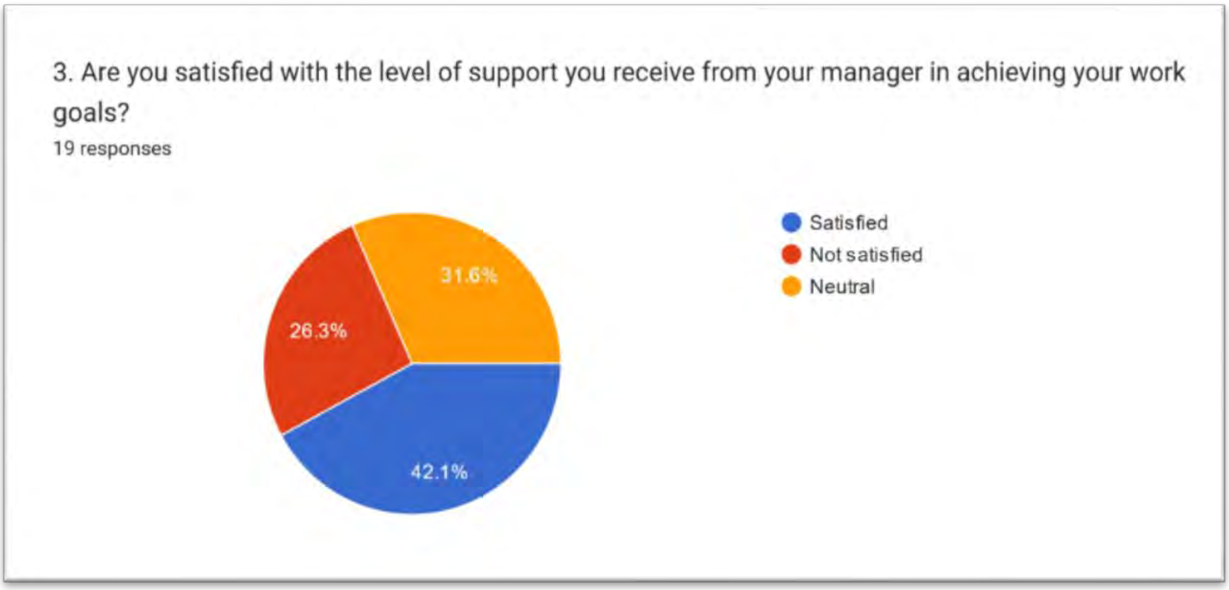
Interpretation: 78.9% of the 19 participants agreed that the manager gives them constructive feedback, and 5.3% disagreed with that. On the other hand, 15.8% were neutral to this question. This implies that most of the employees feel encouraged to do better performance.

3. Are you satisfied with the level of support you receive from your manager in achieving your work goals?

Table 9: Question 3

Satisfied	Not satisfied	Neutral
8	5	6

Figure 12: Survey Question 3



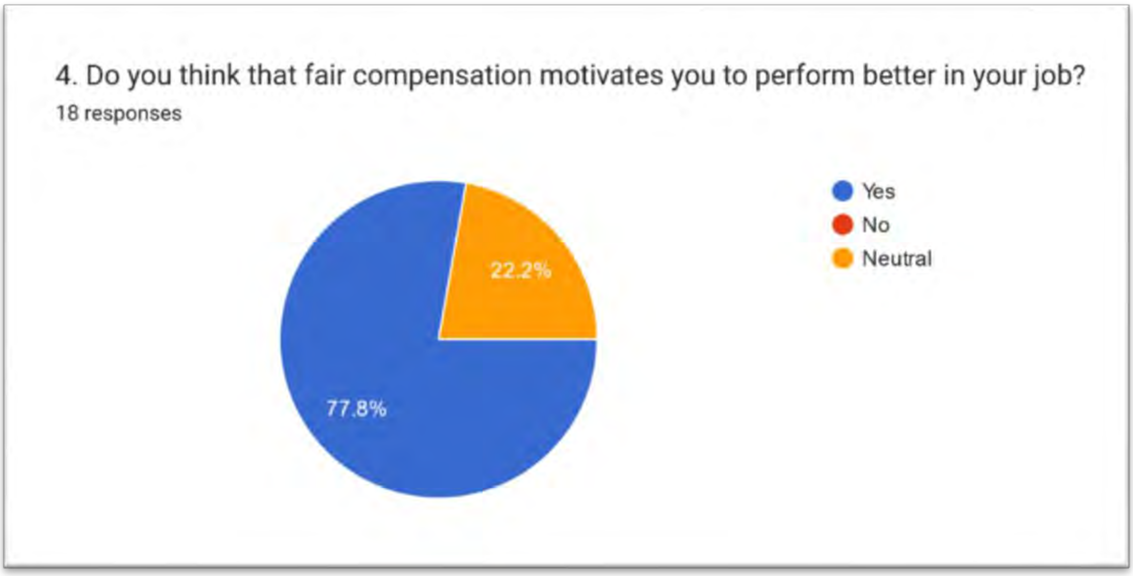
Interpretation: Out of 19 participants, 42.1% express satisfaction with their manager's support, where 26.3% express dissatisfaction and 31.6% show neutrality. This indicates a mixed responses with a room for improvement in managerial support.

4. Do you think that fair compensation motivates you to perform better in your job?

Table 10: Question 4

Yes	No	Neutral
14	0	4

Figure 13: Survey Question 4



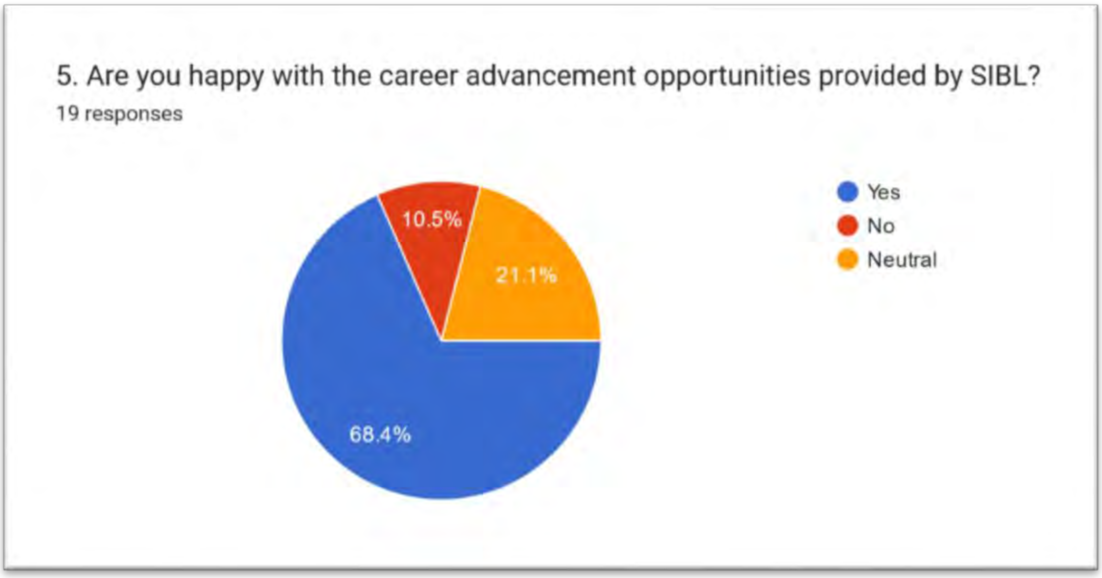
Interpretation: Almost 77.8% of 19 participants believe that they are motivated to work better by fair compensation, compared to 22.2% who were neutral and none who disagreed. This clearly indicates that for the majority of employees, compensation is a key motivator.

5. Are you happy with the career advancement opportunities provided by SIBL?

Table 11: Question 5

Yes	No	Neutral
13	2	4

Figure 14: Survey Question 5



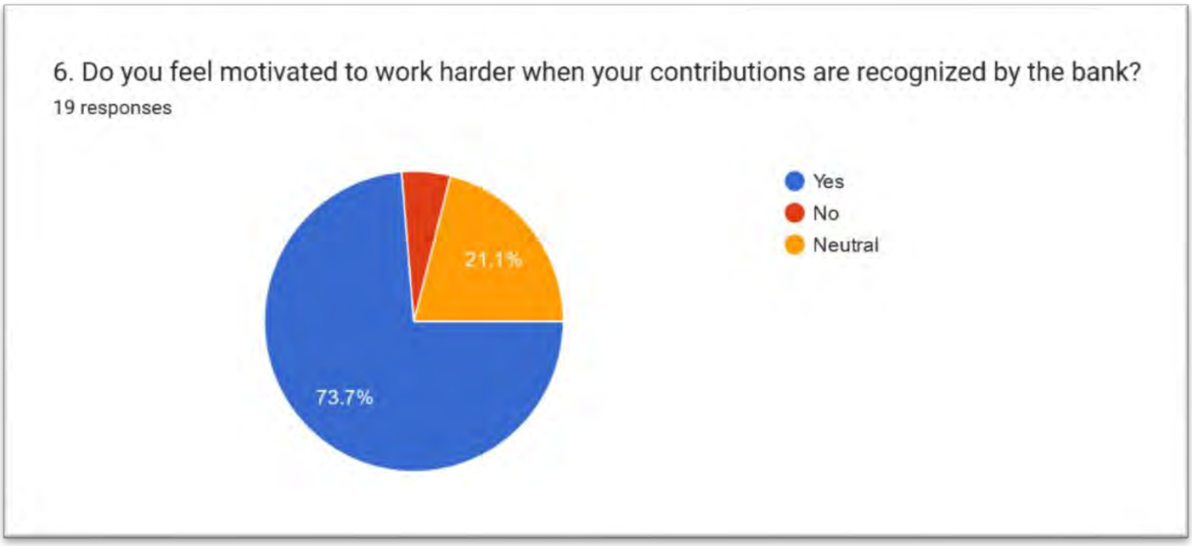
Interpretation: 68.4% of the participants are satisfied with career development opportunities, where 10.5% are dissatisfied am 21.1% of the 19 participants are neutral. This reflects the fact that while most of the employees feel satisfied with the career growth opportunities, there is still room to improve this sector.

6. Do you feel motivated to work harder when your contributions are recognized by the bank?

Table 12: Question 6

Yes	No	Neutral
14	1	4

Figure 15: Survey Question 6



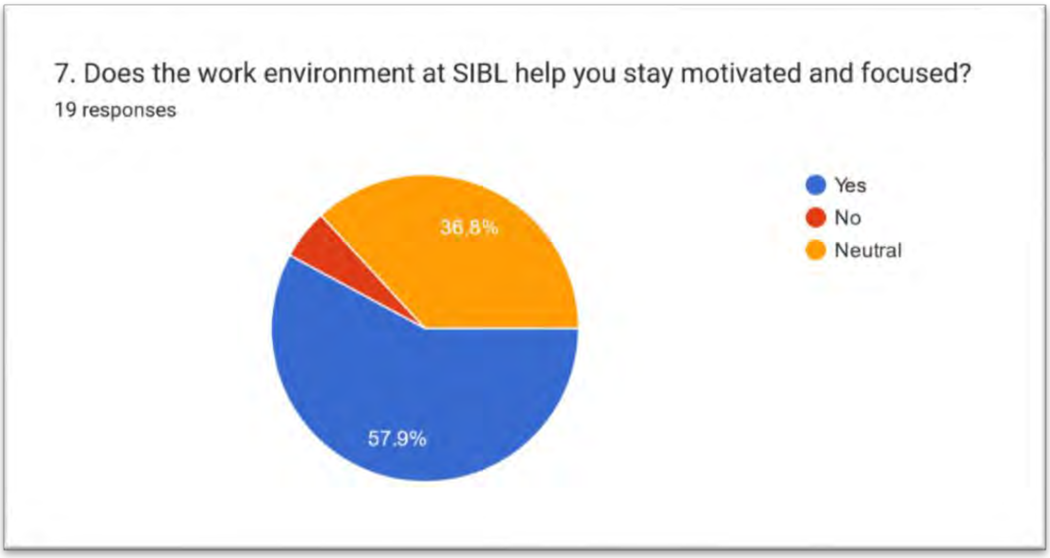
Interpretation: Of the 19 participants, when their contributions are recognised, 73.7% of them feel motivated. On the other hand, 5.3% disagree and 21.1% are neutral to this question. This indicates how important recognition is for motivating the employees.

7. Does the work environment at SIBL help you stay motivated and focused?

Table 13: Question 7

Yes	No	Neutral
11	1	7

Figure 16: Survey Question 7



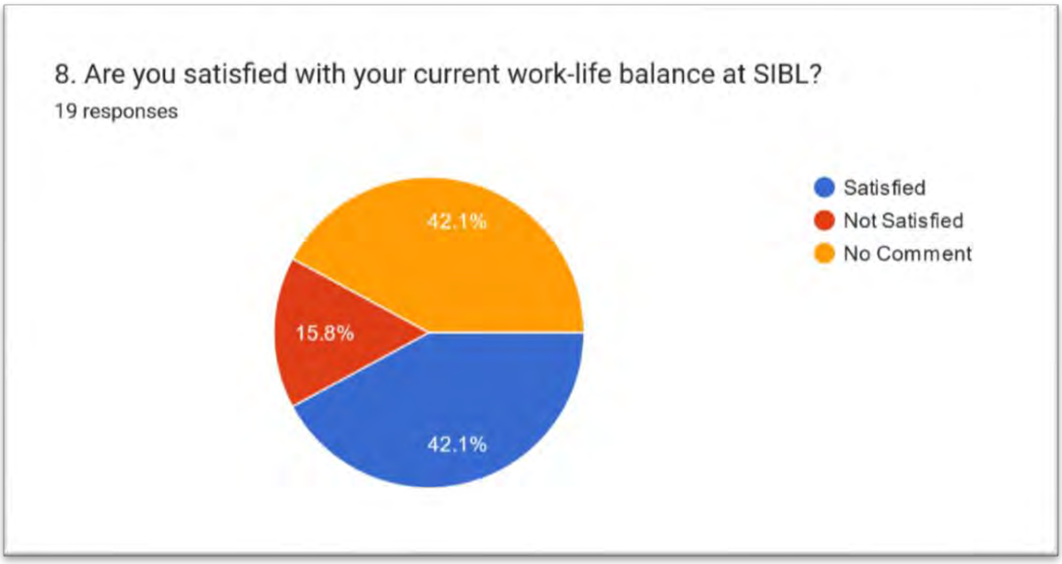
Interpretation: 57.9% out of 19 participants believes that the workplace environment is important to stay motivated, where 5.3% disagree and 36.8% are neutral. This demonstrates that although a large number of employees find the work environment motivating & inspiring, there is a distinct neutral group.

8. Are you satisfied with your current work-life balance at SIBL?

Table 14: Question 8

Satisfied	Not satisfied	No Comment
8	3	8

Figure 17: Survey Question 8



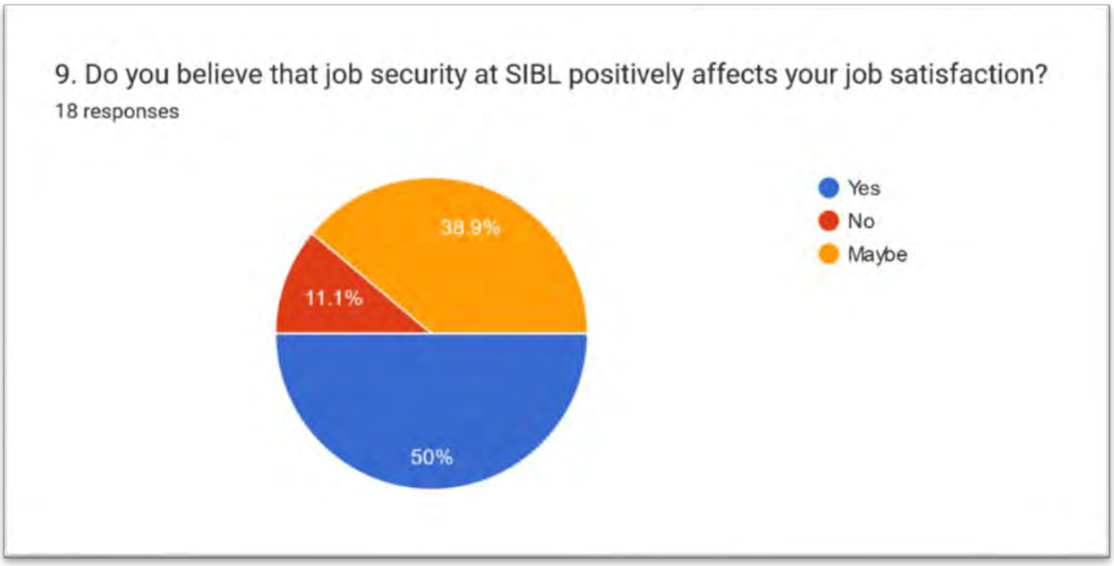
Interpretation: Only 42.1% of the 19 participants expressed that they are satisfied with their work-life balance, while 15.8% showed dissatisfaction and 42.1% remained neutral. This shows that employees have conflicting sentiments about work-life balance, as many of the participants chose not to express their opinion.

9. Do you believe that job security at SIBL positively affects your job satisfaction?

Table 15: Question 9

Yes	No	Maybe
9	2	7

Figure 18: Survey Question 9



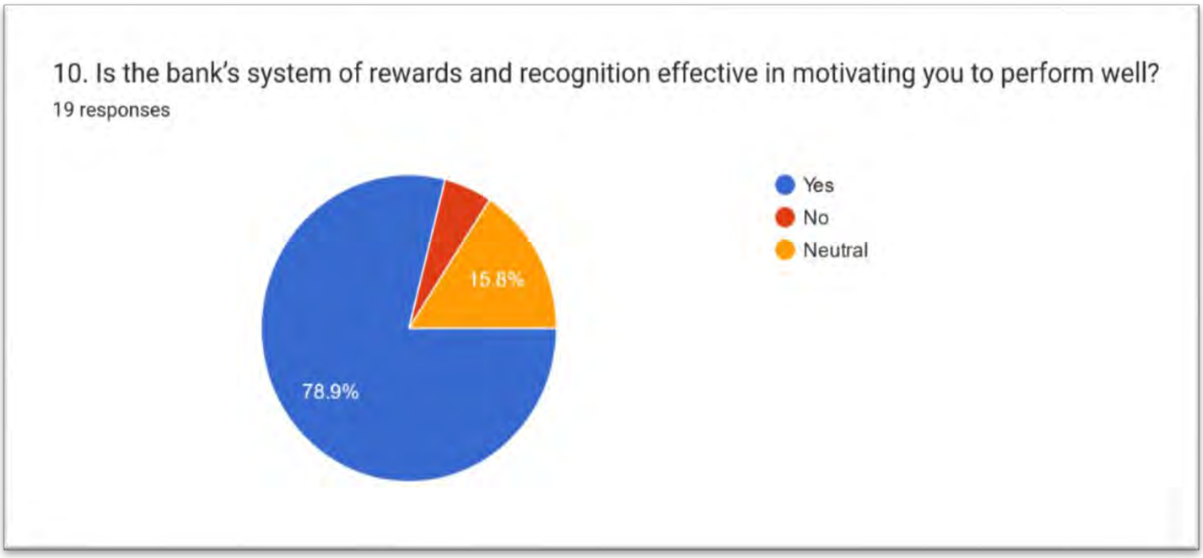
Interpretation: In this question, 18 person responded, where 50% think that job security has a positive impact on job satisfaction, 11.1% disagree to that and 38.9% are unsure of it. This suggests that despite some peoples uncertainty about the significance, job security is an important factor.

10. Is the bank's system of rewards and recognition effective in motivating you to perform well?

Table 16: Question 10

Yes	No	Neutral
15	1	3

Figure 19: Survey Question 10



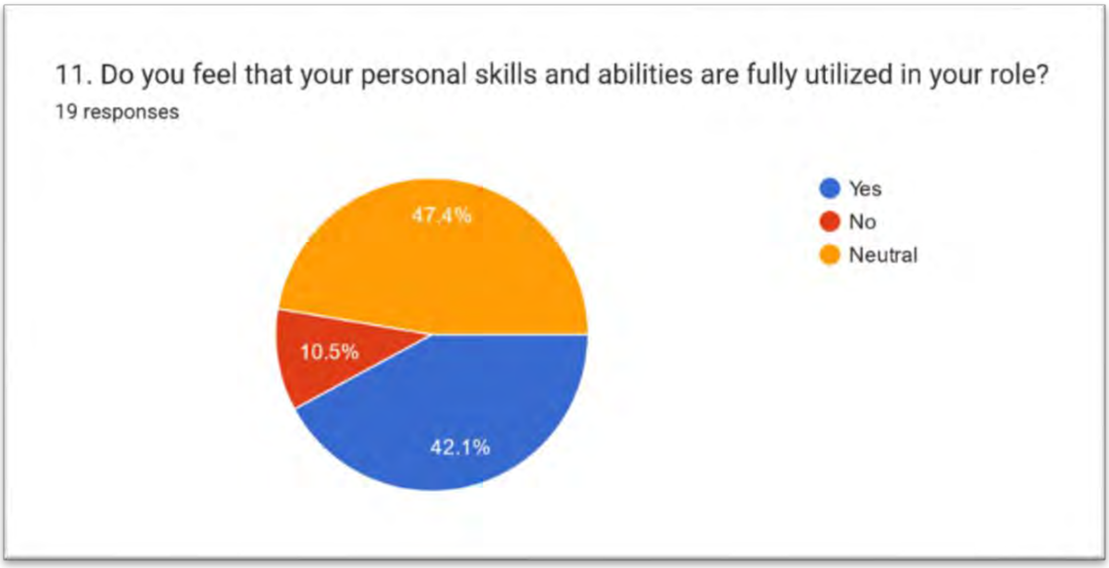
Interpretation: 78.9% of the participants believe that reward system and recognition is effective to increase motivation. Here 5.3% disagree to that and 15.8% are neutral. This states that rewards and recognition is a strong motivation among the employees.

11. Do you feel that your personal skills and abilities are fully utilized in your role?

Table 17: Question 11

Yes	No	Neutral
8	2	9

Figure 20: Survey Question 11



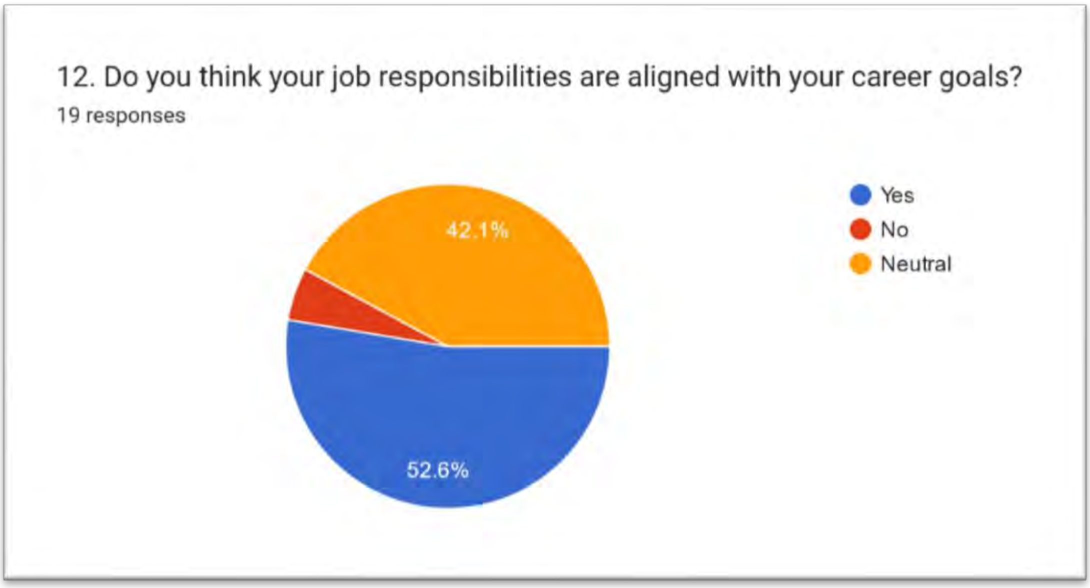
Interpretation: 42.1% of the 19 participants feel that their skills are fully utilised, where 10.5% disagreed and 47.4% are neutral. This shows that many employees feel underutilized or unsure of how their abilities and skills are applied to their job roles.

12. Do you think your job responsibilities are aligned with your career goals?

Table 18: Question 12

Yes	No	Neutral
10	1	8

Figure 21: Survey Question 12



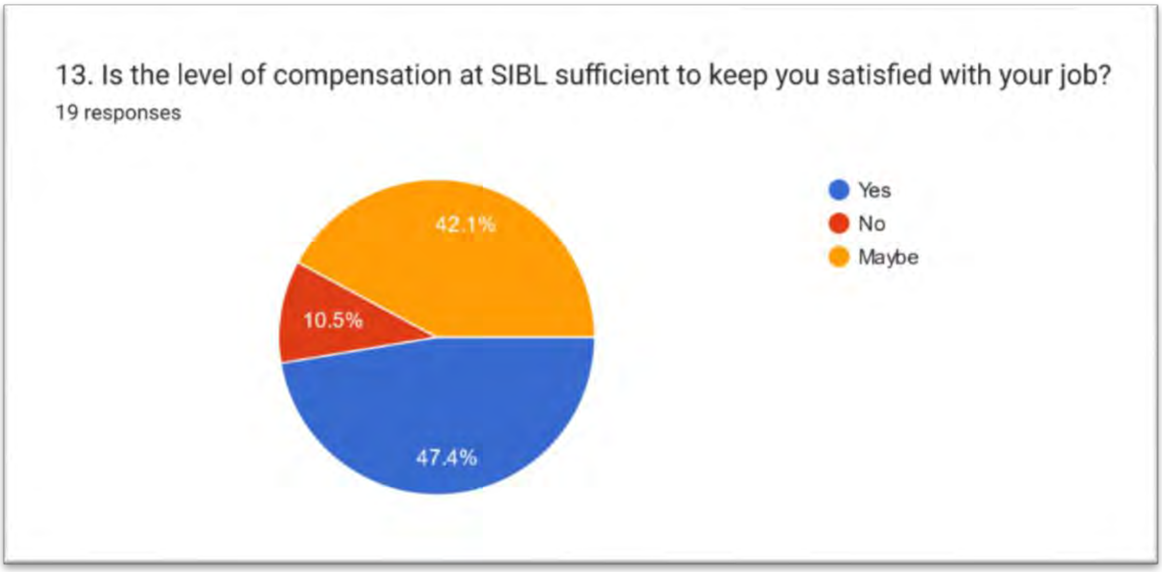
Interpretation: 52.6% out of 19 participants feel that their job responsibilities align with career goals, where 5.3% do not agree to that and 42.1% shows neutral responses. This suggest that a large number of employees see a connection between their job roles and their desired careers.

13. Is the level of compensation at SIBL sufficient to keep you satisfied with your job?

Table 19: Question 13

Yes	No	Maybe
9	2	8

Figure 22: Survey Question 13



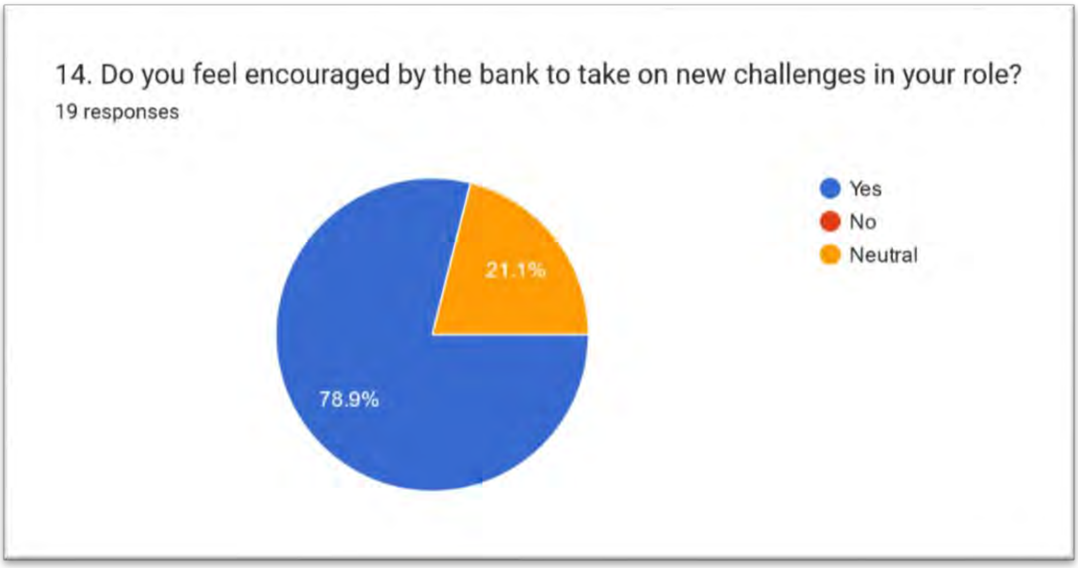
Interpretation: Out of 19 participants, 47.4% think that the compensation is sufficient while 10.5% disagree to that and 42.1% are unsure of this. This implies that although some believes their pay is sufficient, but there is a significant uncertainty about the compensation's sufficiency.

14. Do you feel encouraged by the bank to take on new challenges in your role?

Table 20: Question 14

Yes	No	Neutral
15	0	4

Figure 23: Survey Question 14



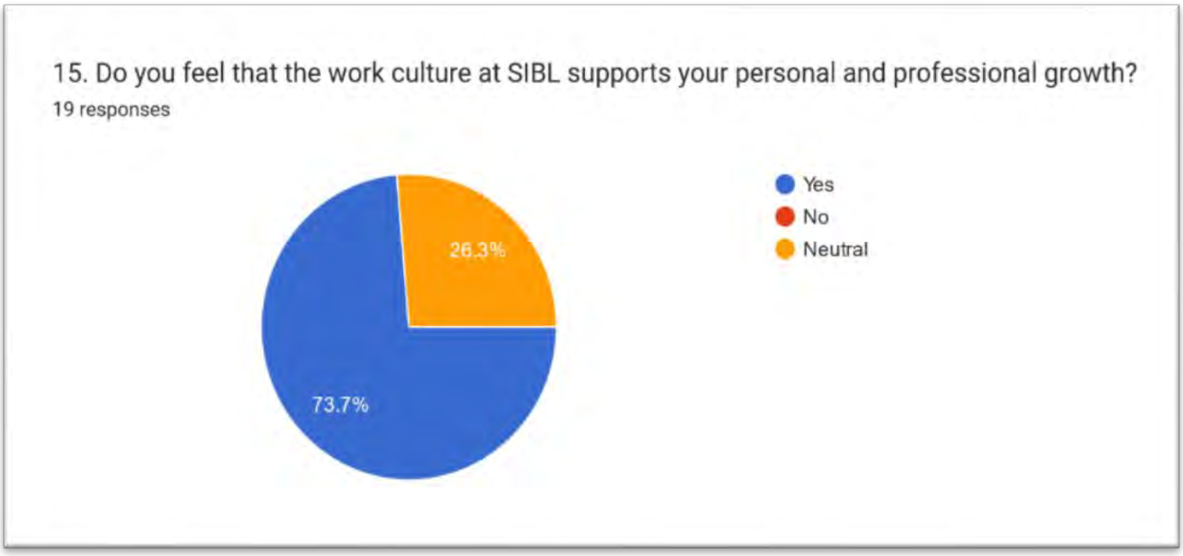
Interpretation: 78.9% of 19 participants feel inspired to take new challenges, where none disagreed and 21.1% are neutral. It shows that there is a strong positive response to the bank's encouragement of the employees to grow by taking new challenges.

15. Do you feel that the work culture at SIBL supports your personal and professional growth?

Table 21: Question 15

Yes	No	Neutral
14	0	5

Figure 24: Survey Question 15



Interpretation: Of the 19 participants, 73.7% think the workplace culture fosters their career development. And, none disagreed while 26.3% are neutral. This suggests that the most employees believe that the culture at workplace supports their professional & personal growth.

3.4 Conclusion

In summary, the survey conducted at Social Islami Bank Ltd. shows that a majority of the employees believe job satisfaction positively impacts motivation at the workplace, highlighting the significance of a satisfying work environment for driving employee performance. Constructive criticism and feedback from managers also encourage employees, which suggests effective managerial support is crucial for boosting morale and overall performance. However, the survey also revealed mixed feelings regarding other aspects of the workplace experience, with only 42.1% satisfied with the level of support they receive from their managers. Despite 68.4% of employees being satisfied with career advancement opportunities, 21.1% remain neutral. Recognition and rewards are valued by 78.9% of employees, on the other hand 42.1% expressed neutrality towards their work-life balance. Job security is also a significant factor here, with almost 50% of employees recognizing its positive impact on job satisfaction.

Overall, this survey shows us that although Social Islami Bank Ltd. does a good job at motivation their employees, still there is room to improve their work-life balance, managerial supports and ensuring that the employees' ability to do their job are fully utilized for improving job satisfaction more.

3.5 Findings

The survey on "The Role of Job Satisfaction in Enhancing Employee Motivation" at Social Islami Bank offers some necessary findings about employee satisfaction and motivation.

- The results of the survey make it very clear that 94.7% of the employees believe that their motivation is positively impacted by their job satisfaction. And, this highlights the fact that creating a satisfactory work culture or work environment is important.
- The majority of the employees (78.9%) stated that they receive helpful feedback through constructive criticism from their supervisors, but just 42% are satisfied with the support

they get in achieving their goals. This implies that although the manager's appreciation is valued, they (managers) should also be more involved in giving the necessary managerial guidance and direction more which will help the employees succeed.

- Almost 74% of the employees agree that receiving fair compensation encourages them to perform even better, and this show that compensation is an important factor to them. However, almost 42% employees are still unsure if their compensation is sufficient or not. This indicates a potential dissatisfaction and lack of clarity regarding how much they are paid.
- Despite the fact that 68.4% employees express that the feel satisfied with their career growth opportunities, many of them are still unhappy or unsure about their professional development. It indicates that there is room for improvement in the area of career development by making it more easy to access.
- 57.9% employees find their workplace environment motivating, while 36.8% are neutral, which suggest that a more motivating atmosphere is needed. Moreover, 73.7% employees believe that their workplace culture fosters their professional and personal growth. But further improvement might be ensured when everyone receive the same amount of support.
- Approximately 47% of the employees believes that their skills & abilities are not being used to the fullest, which could result in disengagement and lack of fulfillment in the job roles. This implies a discrepancy between their potential and present responsibilities. It indicates there is a need for improvement in better task and skill alignment.
- 73.7% of employees at SIBL feel inspired when their contributions are acknowledged and recognized. On the other hand, 78.9% feel encouraged when they are encouraged to take new challenges. It demonstrates that the importance of recognition and opportunities for

new challenges as they push the boundaries for the employees. This means recognition and opportunities for growth can boost motivation at the workplace.

In conclusion, SIBL is excellent at providing feedback, acknowledging employees and encouraging their professional growth. But there are some scope for improvement like compensation clarity, managerial support, ensuring that the skills of the employees are well utilized, etc. By addressing these areas, job satisfaction can be increased and motivation can be boost up among the employees.

3.6 Final thoughts

The results of this survey on the job satisfaction and employee motivation at the Foreign Exchange Branch of Social Islami Bank Ltd. point out a number of important facts that are important to the branch performances as well as the overall well-being of its employees. With almost 95% of respondents saying that job satisfaction has a significant effect on the work attitude, the survey shows that employees strongly believe that job satisfaction directly increases their motivation. This demonstrates clearly that maintaining employee enthusiasm and productivity requires fostering a positive work environment.

While the branch is excellent in recognizing employee contributions and achievements, there are areas such as managerial support, compensation transparency, skill utilization, and career development require more attention. Many employees feel like they could benefit from more detailed and precise guidance and additional resources from management to achieve their goals. Additionally, although compensation is valued as a motivating factor, discrepancies between the expected and actual salaries suggest that salary transparency and fairness should be improved at SIBL.

Job security is another concern according to many respondents that needs to be addressed through greater transparency regarding the stability of the bank and available advancement opportunities. Moreover, the branch does a great job of acknowledging employee contributions, which is a big incentive for many employees at SIBL. Though there are still challenges, especially in making sure that employee skills are used to their maximum potential in what they do. Since some of the respondents believe their professional development is unclear, there is also opportunity to boost career growth opportunities. The workplace could additionally implement few improvements to guarantee a universally positive atmosphere as it works as a great motivator fact to some.

In conclusion, even though the Foreign Exchange Branch of SIBL is a well-known organization that provides a motivating work environment and has many strengths, especially in terms of feedback and recognition, it is also noticeable that more advancements in managerial support, compensation, skill utilization, and career growth opportunities are required to guarantee a long-term employee satisfaction and motivation. When these issues are addressed, they have the potential to considerably improve the branch's overall performance as well as the retention and engagement of the employees, which will benefit both the individuals and the company overall.

3.7 Recommendations

According to the outcomes of the survey, there are still potential for growth as most of the Foreign Exchange Branch employees at SIBL are inspired by recognition, constructive criticism, and new challenges. Many employees believe their abilities are not being used to their full potential, are not satisfied with the support they receive from their managers, and question whether their pay is adequate or not. Work-life balance and career advancement opportunities also received mixed reactions. Resolving these problems could improve the general satisfaction among the peers and motivation at workplace.

The following suggestions propose to resolve the issues with skill implementation, work culture, career advancement, compensation, and management support that have been highlighted. By implementing the suggestions below into practice, SIBL can cultivate a more satisfied, motivated, and engaged workforce, which will eventually improve the performance on both an individual and organizational level.

- Create an inclusive work environment that inspires all the employees, fostering engagement and reducing dissatisfaction.
- Improve managerial support by providing clearer instructions, more resources, and direct guidance to help the employees achieve their goals.
- Ensure fair and transparent compensation by regularly evaluating salaries to stay competitive and meet the employee expectations.
- Foster a culture of recognition by regularly rewarding and appreciating employee contributions to boost motivation at the workplace.
- Align employees' skills with their job roles through regular assessments, training, and role adjustments to maximize their potential.
- Clarify career growth opportunities with accessible, clear pathways to advancement, reducing frustration around career development.
- Enhance job security communication by providing transparent updates on the company's financial health and employment outlook.
- Support work-life balance by offering flexible schedules and assistance to help employees to manage personal and professional commitments.
- Promote personal and professional development through programs that encourage growth and align with career goals of the employees.

- Review and improve performance feedback systems to ensure that employees feel heard and motivated through regular, meaningful evaluations.

In summary, SIBL should focus on increasing the employee involvement in decision-making and ensure their feedback is valued. Managers need to offer better support with clearer guidance and resources. Pay structures should be more transparent and equitable, narrowing the gap between senior and junior positions. Clear career growth opportunities should be available to all employees, regardless of their role or background. Improving communication about job security and aligning employee skills with their roles will help reduce uncertainty and boost job satisfaction. Additionally, fostering a culture of recognition and promoting work-life balance can further enhance motivation and overall well-being. By prioritizing these factors, SIBL can ensure a motivated, engaged, and satisfied workforce, which will contribute to both individual and organizational success.

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