

Report On

“Impact of Transformational Leadership and Performance Appraisal on Employee Engagement among Generation-Y bank employees in Bangladesh.”

By
Fakhruddin Ahmed Shojol
ID- 18204083

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

BRAC Business School
BRAC University
January 2023

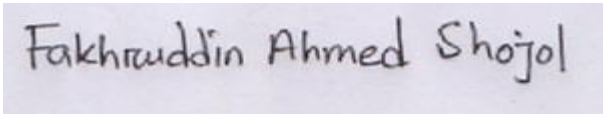
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Declaration

It is hereby declared that

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

Student's Full Name & Signature:



Fakhruddin Ahmed Shojol
18204083

Supervisor's Full Name & Signature:

Dr. Md. Asadul Islam
Assistant Professor, BRAC Business School
BRAC University

Letter of Transmittal

Dr. Md. Asadul Islam
Assistant Professor,
BRAC Business School
BRAC University
66 Mohakhali, Dhaka-1212

Subject: Submission of Internship Report

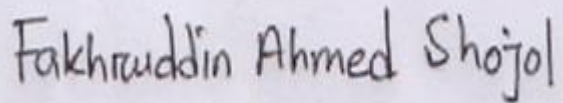
Dear Sir,

With a great pleasure I here submit the internship report entitled “**Impact of Transformational Leadership and Performance Appraisal on Employee Engagement among Generation-Y bank employees in Bangladesh**” which has been done as the main part of the requirement of the course. I express my profound gratitude to my supervisor faculty Dr. Md. Asadul Islam, Asst. Professor, BRAC Business School for providing his important instructions, proper suggestions and corrections for improvement.

While doing my internship, I have the opportunity to meet all employees at the ‘New Eskaton Branch (Southeast Bank Limited)’. My internship in Southeast Bank Limited was a worthwhile experience and the exposure of such an organization would be valuable for me. Before facing the real business world, I have gathered prior knowledge about the organization culture.

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

Sincerely yours,



Fakhruddin Ahmed Shojol

Fakhruddin Ahmed Shojol

ID- 18204083

BRAC Business School

BRAC University

13 January 2023

Acknowledgement

I would like to take this opportunity to thank Allah Almighty for His unending generosity. It is impossible for me to take full credit for the study's success without acknowledging the contributions of individuals who provided me with inspiration, motivation, and guidance during internship time.

The course of this study. I would wholeheartedly like to thank my supervisor, Dr. Md. Asadul Islam, Assistant Professor and co-supervisor Nusrat Hafiz, at the BRAC Business School, BRAC University, has been a tremendous help to me. It was impossible for me to complete my report without his unwavering support and commitment.

In addition, I would want to thank everyone who has helped me academically and ethically by spending time with me and explaining concepts that I've found difficult to grasp. Finally, I want to express my thanks to my family for their financial, physical, and emotional support while I completed my graduation requirements.

Executive Summary

In the first chapter internship details were shared for example the organisation where internship was completed from. The name of the organisation is Southeast Bank Limited and interned there as a general banking intern. The responsibilities include: Communicate clearly in one-on-one, small-group, and large-group situations, fulfil personal and special schemes forms, assist incoming customers, recommend services, complete assignments, complete rotations, and help officers create marketing materials. I have worked in the general banking department of the bank. The tenure of my internship is 3 months and the work I have done includes filling up personal account's forms, assisting my supervisor in preparing KYC reports. Moreover, I have assisted senior executives of the bank in providing cheque books to the customers. The internship experience at Southeast Bank Limited provided valuable skills development, such as communication, verbal skills, writing, and language skills, as well as real-life experience from senior officers. Banks face a variety of problems, such as more than one senior official assigning tasks, too many customers at a time, inappropriate tone, and not properly showing tasks. My recommendation to the bank is to increase manpower, remuneration to interns, and lunch facilities for employees coming from distant places to increase work productivity.

Furthermore, in second chapter a brief view about the organisation and organisational practices are discussed. The organisational practices include management practices, marketing practices, financial policies and brief overview of last few years financial performance. To start with Southeast Bank Limited was founded in 1995 with the goal of becoming a leading financial institution in the nation and contributing to the expansion of the domestic economy. It is managed by a team of specialists who foster a climate of trust and discipline, and has a philosophy of maintaining a pleasant work environment. The leadership practices of SEBL are a combination of participative and democratic leadership. In addition to Southeast Bank Limited this HR planning is done by the SAVP and Manager Operations (MO) of our New

Eskaton branch. In the General Banking department MO sir selects who will be in which department and which responsibilities they will have. Usually, officers in the general banking department report to MO sir. In addition to it all officers of New Eskaton branch reports to MO sir and also MO sir supervises and overlooks the total banking operations of the bank. Furthermore, In Southeast Bank mainly the recruitment and selection process start from publishing of the circular then application starts through the SORS website in the above image then a written exam is held after due announcement, the next stage are the focus group discussions. After these processes after passing through all the above stages and examinations the candidates appear before executive top hierarchy members and if successfully done then the candidate is appointed for the announced position. In addition to its Compensation structure includes financial remuneration, paid leave, lunch facilities, training, and performance bonuses. On the other hand, marketing practices includes advertising in different media outlets, customer service, branding etc.

In chapter 3 the thesis depicts how employee engagement is altered by performance appraisal and transformational leadership among Bangladesh's generation Y bankers. Performance appraisal plays a significant role in deciding if a generation Y employee will increase employee engagement, in addition to the transformative leadership alone. According to the study, transformational leadership that is successful has an impact on generation Y's purchasing decisions. Millennials are confident and ambitious. Their family and friends are more important to them than their career success. They have high aspirations and are seeking new challenges. According to the US Bureau of Labor Statistics, there are some circumstances where they may favor a job with more flexible hours over one with higher pay. In order to spend more time with their family and/or pursue personal goals, millions of Gen Y'ers are looking for work. Generation X work habits include appreciating variety and global thinking, being informal,

independent, using a pragmatic approach to work, and enjoying oneself at work. Generation Y has a high level of independence and individualism, while Generation Z has never known a world without cellphones and social media.

The Methodology used secondary data sources, such as offline data surveys, to assess the association between variables. A quantitative study was built using SPSS software employing 50 respondents to determine whether there was a connection between the variables, and the descriptive analysis and outcome. Performance appraisal, transformational leadership, and employee engagement are discussed, contrasted, and their implications among Bangladesh's generation Y bankers.

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Chapter 1

Overview of Internship

1.1) Student Information

Fakhruddin Ahmed Shojol

ID: 18204083

Department: BRAC Business School (BBS)

Program: Bachelor of Business Administration (BBA)

Major: Human Resource Management (HRM)

1.2) Internship Information

1.2.1) Internship Information:

Tenure- June 15, 2022- September 16, 2022 (90 days)

Organization- Southeast Bank Limited Ltd.

Department- HR

New Eskaton Branch

1.2.2) Company Supervisor:

Name - Mr. Md. Aneyet Ullah Akhond

Designation- Senior Assistant Vice-President,

Southeast Bank Ltd.

1.2.3) Job Responsibilities-

- ✓ communicate clearly in one-on-one, small-group, and large-group situations. Business meetings, sales calls, training sessions, email correspondence, and conference calls are a few instances that could be used.
- ✓ Fulfilling personal and special schemes forms.
- ✓ Assist incoming customer about different schemes and facilities provided by the bank.
- ✓ Assist Manager or Head of Branch in handling daily paperwork's.
- ✓ Assisting in Manager of Operations during Bangladesh Bank audit.
- ✓ Recommending customers about other services provides by the bank
- ✓ Achieve goals by planning and prioritizing actions, as well as preparing and conveying the work plan to the right participants.
- ✓ Complete assignments in connection with rotations, and work under proper supervision
- ✓ help officers create marketing materials and conduct corporate banking and industry related research.

1.3) Internship Outcome

1.3.1) My Contribution to Southeast Bank Limited-

I have still now worked in the general banking department of the bank. The tenure of my internship is only 1 week and the work I have done includes filling up personal account's forms,

assisting my supervisor in preparing KYC reports. Moreover, I have assisted senior executives of the bank in providing cheque books to the customers.

1.3.2) Benefits to the Student

There are a good pool of benefits and knowledge that I gathered from my internship experiences at Southeast Bank Limited. Firstly, the communication skills as I engaged with customers on a daily basis my communication delivery became more clear and better day by day. Secondly, with daily encounters with customers my verbal skills increased. In addition to it I had to help customers fill out personal account opening forms where I had to go through extensive amount of writing as a result my writing skills have enriched. Furthermore, the day-to-day discipline of going to office at a fixed time doing things appropriately increased my proactiveness towards any professional setup. Along with that language skills have developed. In addition to the various skills development the real-life experience gathered from the internship experience was very pivotal. Also, to mention the learning experience from different senior officers in my bank will help me a lot in future.

1.3.3) Problems/Difficulties

There are some problems that are associated with any kind of work, so do banks. There are few problems I have faced during my internship. For example, sometimes more than one senior official assigns me tasks at that time the workload increases and it becomes a stressful scenario. Furthermore, in the case of customers sometimes more than one customer comes at a time and urges me to do it quickly and thus creates an awkward situation for me. Moreover, some customers also use inappropriate tone while communicating their problems. There are also some situations where the person assigning me tasks does not properly show me how to do it.

1.3.4) Recommendation

My recommendation to the bank will be very specific as I feel if those lacking are met then work productivity can increase a lot. To start with an increase of manpower for example more interns so that work pressure can be divided. Secondly, a little remuneration to the interns. Lastly, lunch facilities on behalf of the company will be very helpful for the employees coming from distant places.

Chapter 2

Organizational Part

2.1) Introduction-

In the organization part the topics that will be discussed are the management practices of the bank, its marketing practices in the business world, financial performances, accounting practices, operations management and information system practices, industry and competitive analysis. Lastly summary and conclusions with recommendations.

2.2) Overview of the Company-

Southeast Bank Limited was founded in 1995 with the hope of becoming a leading financial institution in the nation and making a substantial contribution to the expansion of the domestic economy. Leading business figures and notable industrialists in the nation with investments in diverse sectors of the national economy founded the Bank. Mr. Alamgir Kabir, FCA, a qualified Chartered Accountant, now serves as the Bank's Chairman (Southeast Bank, n.d.). In addition to it Southeast Bank is managed by a very effective team of specialists. They foster a climate of trust and discipline that encourages and stimulates everyone in the bank to collaborate in order to achieve the bank's goals. The Bank's philosophy of maintaining a pleasant work environment has also helped employees to better compare themselves against management standards. Their identity is defined by their dedication to quality and service excellence. Southeast Bank takes pleasure in bringing a considerable number of women into the banking sector in order to achieve gender equality (Southeast Bank, n.d.).

2.3) Management practices

2.3.1) Organizational Leadership Style –

❖ Authoritarian Style-

A supervisor with an authoritarian personality imposes policy and procedure and leads the work of the group or individual without seeking significant feedback from them. An authoritarian-led group would be required to fulfill their responsibilities under strict monitoring. Any circumstance in which a leader maintains the greatest amount of control and authority is referred to be authoritarian leadership (Kiazad et al., 2010). Authoritarian leadership, also known as coercive or dictatorial leadership, has a tendency to keep all decision-making power to themselves and make decisions about structures, tasks, policies, procedures, incentives, and punishments. Most authoritarian leaders want to maintain power; thus, they typically demand blind obedience and cooperation. A threat of retribution or real punishment is likely to be made against anyone who disobeys or doesn't cooperate. Furthermore, it has been discovered that authoritarian leaders are much more prone to use a variety of overt and covert (hidden) manipulative behaviors, methods, and even threats to coerce compliance with their demands (Kiazad et al., 2010). In my organization till today I have not found any authoritarian perspective till now.

❖ Democratic style-

According to Cherry (2022) democratic leadership also known as participative or shared leadership is a type of leadership in which members of the group participate in decision-making. This sort of leadership may be found in any institution from private companies to schools to the government. A democratic leadership style allows everyone to engage ideas are freely exchanged and discussion is encouraged. While this procedure emphasizes group equality and the open flow of ideas the democratic leader remains there to provide guidance

and control. The democratic leader is also in charge of choosing who is in the group and who gets to make choices (Cherry.2022). Democratic leadership is based on allowing team members to participate in decision-making while striving for consensus. The stimulating environment encourages everyone's ideas, which leads to strong solutions. However, the democratic leader retains final decision-making authority. This method is often sluggish but always effective. For example, in my organization I have found this style to be implemented by the senior officials of Southeast Bank Limited, New Eskaton Branch.

❖ **Participative Style-**

Participative leadership is a leadership approach in which all team members collaborate to reach choices. Due to the management teams' encouragement of participation from all staff members, participatory leadership is sometimes referred to as democratic leadership. A business CEO who practices participatory leadership, for instance, aspires to involve all team members in decision-making. In groups or businesses with clearly defined responsibilities needing little administration or monitoring, such as colleges, technology corporations, or construction firms, participative leadership can be most effective (Indeed Editorial Team, 2020). In my organization I have found the adoption of this process. Every Thursday the Head of Branch of Southeast Bank, New Eskaton Branch sits with all the executives of the bank and discusses how performance can be improved.

❖ **Laissez faire-**

According to Cherry (2022) Laissez-faire leadership, also known as delegative leadership, is a sort of leadership style in which leaders remain hands-off and delegate decision-making to group members. According to studies, this is the leadership style that results in the lowest productivity among group members. This leadership style can have both advantages and disadvantages. There are also instances and contexts when laissez-faire leadership may be

most suited. Leaders may check in on work performance and provide regular feedback to help make laissez-faire leadership more successful. It is also beneficial for leaders to know when this approach should be used, such as with team members who are experts in their field (Cherry, 2022). Laissez-faire leaders, on the other hand, allow their staff to utilize their creativity, resources, and expertise to assist them reach their objectives. In my organization this type of leadership is not practiced.

2.3.2) Human Resource Planning-

The process of forecasting an organization's future human resource needs and determining how to best use its current human resource capacity to meet those needs is known as human resource planning (HRP). Thus, it focuses on the fundamental economic idea of supply and demand in relation to the organization's human resource capability. The HRP process assists the management of the organization in supplying the right people in the right numbers at the right time and place to fulfill the business's future need for human resources. Additionally, the management may only begin the recruiting and selection process after doing a thorough study of the HR requirements. According to Management Study Guide(n.d.) in order to properly carry out an organization's aims and goals, HRP is crucial. In reality, as strategies and long-term organizational goals are now frequently connected with HR planning, HR planning has evolved into Strategic HR planning. Although HR Planning may appear to be a straightforward process of managing the organization's human resource needs, the HR manager may encounter numerous obstacles during the actual activity due to the impact of the organization's current workforce, pressure to meet business objectives, and the state of the labor market (Management Study Guide, n.d.). Thus, HR planning aids the company in a variety of ways, including the following:

- Instead, then being caught off guard by unexpected changes in circumstances, HR managers are in the process of predicting the workforce requirements.
- Prevent the company from slipping into the trap of a fluctuating labor market, which is a widespread worry across all businesses and sectors.
- Organizations in the growth phase may struggle to find the necessary people, skills, and competencies they need to achieve their strategic goals and be well-prepared to satisfy HR demands.
- HR Planning enables the identification, selection, and development of necessary talent or competency inside the business while taking organizational goals into account.

As a result, it is appropriate for the firm to use HR Planning to avoid any extra obstacles in its personnel needs. An HR Consulting Firm may provide a full HR evaluation and planning to meet the organization's future needs in the most cost-effective and timely manner (Management Study Guide, n.d.).

In my organization Southeast Bank Limited this HR planning is done by the SAVP and Manager Operations (MO) of our New Eskaton branch. In the General Banking department MO sir selects who will be in which department and which responsibilities they will have. Usually, officers in general banking department reports to MO sir. In addition to it all officers of new Eskaton branch reports to MO sir and also MO sir supervises and overlooks the total banking operations of the bank.

2.3.3) Recruitment and Selection Process-

The term "recruitment" describes the process of looking for possible candidates and then urging them to submit an application for a current or upcoming opening. The hiring of personnel from

among the candidates who made the short list and giving them a position in the organization is called selection (Management Study Guide, n.d.).

According to the analysis from Management Study Guide (2020) any organization's personnel are key to its success. The entire business may profit from a worker's unrivaled performance when they are well-suited for their position. Organizations may choose the best applicants for the suitable roles with the aid of recruitment and selection. Therefore, it is crucial to comprehend the distinction between recruiting and selection in order to minimize losses for a business.

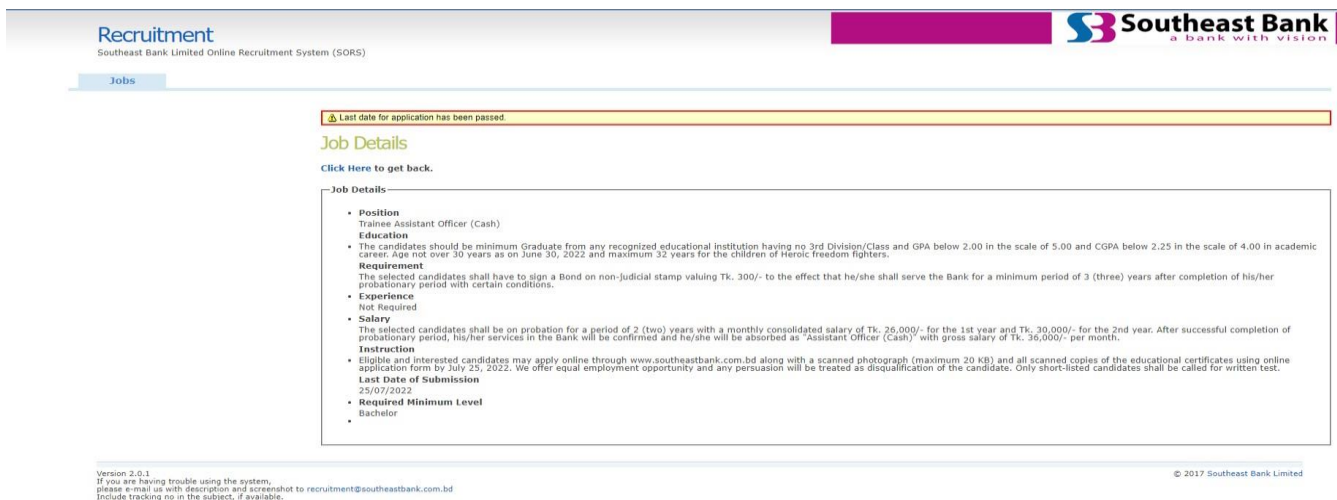


Figure 1- Southeast Bank SOAS Interface for Recruitment

In my organization Southeast Bank mainly the recruitment and selection process start from publishing of the circular then application starts through the SORS website in the above image then a written exam is held after due announcement, the next stage are the focus group discussions. After these processes after passing through all the above stages and examinations the candidates appear before executive top hierarchy members and if successfully done then the candidate is appointed for the announced position.

2.3.4) The Compensation System-

The term "compensation" describes the payment an employee receives in exchange for his or her services to the company. The administration of compensation is an essential component of human resource management and aids in increasing employee motivation and organizational effectiveness (Management Study Guide, n.d.). Everything an employee receives in exchange for his or her labor, including pay, salaries, allowances, benefits, and services, is referred to as compensation. Wages and salaries are the direct financial rewards that employees receive from their employers. Wages and salaries, bonuses, and commissions are additional examples of direct monetary rewards. Paid absences and other leave benefits, retirement programs, employee insurance schemes, health plans, education perks, and other such benefits are examples of indirect monetary advantages. The positive aspect of ensuring both internal and external equality is provided to the company by a clearly defined and well-balanced pay scheme (Management Study Guide, n.d.). It is an effective tool for luring new hires, inspiring them to strive toward reaching the organization's strategic goals, and long-term staff retention.

The entire incentives offered to workers for the labor and services they contribute to the business are referred to as the compensation system. Compensation consists of both direct monetary advantages and indirect monetary benefits. The direct financial advantages that an employee receives from their employer include wages and salary (Management Study Guide, n.d.). In addition to wages and salary, commissions and bonuses are included in the list of direct financial advantages. Paid leave and other forms of paid time off, retirement plans, employee insurance programs, health plans, educational perks, and other similar benefits are examples of indirect financial advantages.

According to the view from Management Study Guide(n.d.) the advantage of ensuring both internal and external equality is provided to the company by a clearly defined and well-

balanced pay scheme. It is an effective tool for drawing in new workers, inspiring them to work toward accomplishing the organization's strategic goals, and keeping them on board over the long term. An in-depth analysis and comprehensive report on how to build up a balanced pay structure can be provided by an HR consulting firm.

In Southeast Bank the compensation structure contains of financial remuneration, paid leave, occasional lunch facilities, training etc. In addition to its performance bonuses include required credit target, fulfilling customer inclusion frequency. In the given stage an example compensation structure is given from a recent job circular.

COMPENSATION PACKAGE

The selected candidates shall be on probation for a period of 2 (two) years with a monthly consolidated salary of **Tk. 26,000/-** for the 1st year and **Tk. 30,000/-** for the 2nd year. After successful completion of probationary period, his/her services in the Bank will be confirmed and he/she will be absorbed as "**Assistant Officer (Cash)**" with gross salary of **Tk. 36,000/-** per month.

The selected candidates shall have to sign a Bond on non-judicial stamp valuing Tk. 300/- to the effect that he/she shall serve the Bank for a minimum period of **3 (three) years after completion of his/her probationary period** with certain conditions.

The selected candidates shall have to work in Cash Department at any Branch of the Bank.

APPLICATION PROCEDURE

Eligible and interested candidates may apply online through www.southeastbank.com.bd along with a scanned photograph (maximum 20 KB) and all scanned copies of the educational certificates using **online application form** by July 25, 2022. We offer equal employment opportunity and any persuasion will be treated as disqualification of the candidate.

Only short-listed candidates shall be called for written test.


 **Southeast Bank™**
a bank with vision

Figure 2- Job Circular of Southeast Bank Limited

2.3.5) Training and Development-

One of the most crucial roles of Human Resource management in any firm is training and development. The goal of this Training is to improve employees' abilities, behavior, and expertise by exposing them to new ways of conducting work. Employee training and development aids in upgrading employees' knowledge and abilities for carrying out a job, which ultimately increases their work efficiency and boosts an organization's output. It makes sure that employees' eccentricity or oddness is minimized and that learning or behavioral change happens in a very organized manner. Official continuing educational activities like training development or learning and development are created to help workers achieve their objectives and perform better (HR help board, n.d.).

Employee Training & Development activities are designed to encourage employees to perform better in their given jobs, as well as to urge employees to give their all so that, during performance appraisals, employees may demonstrate their eligibility for promotion and pay increases. It refers to the skill and knowledge boosting flurry, which is a source of additional information and education necessary to increase performance quality (HR help board, n.d.). HR Training and Development are two distinct activities that work in tandem to improve the overall performance of the employee.

In Southeast Bank an employee has to serve in every department of the bank and after every 3 years an employee is transferred to another department so the training module is a generalized approach and the module includes training topics of credit, forex, general banking, cash etc.

2.3.6) Performance Appraisal-

In human resource management, performance evaluation is the process of determining an employee's worth and contribution to the work. Obtaining an objective appraisal of an employee's performance will assist a corporation in identifying any current workplace issues (Startup HR toolkit, n.d.). This will assist the HR department in rapidly and easily resolving those issues. Performance assessments are intended to help employees grow. It assists management in making judgments on promotions, job transfers, and terminations. This methodical technique also provides employees with information about their existing skills, if they have room to learn and progress, "where they now stand" with their employer, and their long-term ambitions with the organization (Startup HR toolkit, n.d.). Depending on the decision the HR department makes, the entire performance review process may be formal or informal. The particular organization makes all decisions relating to the format of performance reviews.

In Southeast Bank performance reviews takes place once every year and it is generally done in few steps starting from the branch level to the upper level which is referred to as corporate branch. At first a form is given to the employees to self-evaluate themselves after that the form is forwarded to the Manager Operations (M.O.) of the respective branch. Then MO sir evaluates the evaluation form and sends to the higher management for consideration regarding increment or promotion.

2.4) Marketing Practices-

2.4.1) Marketing Strategy-

A marketing strategy is a long-term plan for attaining a business' objectives via a knowledge of client demands and the development of a distinct and long-lasting competitive advantage. It includes everything, from choosing which channels to utilize to contact your consumers to figuring out who they are. You may specify how your business positions itself in the market,

the kinds of items you manufacture, the strategic partners you choose, and the kinds of advertising and promotion you engage in using a marketing strategy. Marketing strategy also includes 4 Ps of marketing.

In marketing strategy Southeast Bank's strategy is very simple that is to acquire as much good customer who tends to have a good credit history or someone with good asset figure in order to pay their credits that is being lent by the bank. Southeast Banks marketing strategy mainly bases on competitive market pricing which includes good and affordable interest on loans, competitively low foreign exchange rates, good interest rates on deposits, on top of all a very good customer service to entice them for a longer period.

2.4.2) Target Customer, targeting and positioning strategy-

The target customers for southeast Bank are people from all sorts of life as the bank offers all sorts of banking transaction facilities for all possible segments. But currently Southeast Bank is putting an extra attention to their retail banking market as dur to covid people are still suffering from credit shortage as a result providing them with short term credit solutions for their personal needs etc.

2.4.3) Positioning Strategy-

Southeast Banks current strategy is to position itself as a bank to the individual and corporate customers by providing top quality customer service, competitive market rate regarding product and through its own vision of "a bank with vision" to set a long transactional journey.

2.4.4) Marketing Channels-

Marketing channels are methods used by marketers to link a manufacturer or firm to a group of potential clients. There are several avenues available to assist professionals in managing sales and developing an efficient marketing plan for their company. Each channel may have a distinct goal, such as establishing a brand identity or disseminating information about a new product.

In Southeast Bank various channels are used to market their products like social media content to market their offerings to the customers who wish to avail it. For example, if there is any new deposit scheme or not, if new services are integrated to their current service offerings etc.

2.4.5) Customer Service-

Outstanding customer service may be included into your marketing plan and eventually used to improve the perception of your business. Customer satisfaction is one of the important factors for any organization as a satisfied customer gives positive vibes to other people about the company which results in enhancement of brand image. As a result, chances of new customer inquisitors increase.

2.4.6) CSR-

It is one of the main marketing channels companies use to market their brand. Southeast Bank follows a double bottom line agenda in which the bank's long-term economic goals and social responsibilities coexist as it aims for a successful, poverty-free Bangladesh. The bank views CSR performance not just as a volunteer, philanthropic contribution, but also as a continuing component of core banking operations with the goal of improving the bank's brand image (Southeast Bank, n.d.). Southeast Bank Green Foundation was created by Southeast Bank

Limited in order to discharge Corporate Social Responsibilities in the most structured and coordinated manner possible.

2.4.7) Product/New product development and competitive practices-

The entire process of bringing a product to market is referred to as product development. It also includes bringing an old product to a new market and updating an already existing product. This entails determining the demands of the market, envisioning the product, creating the product roadmap, releasing the product, and gathering customer feedback. A crucial component of product design is new product development (NPD). The procedure doesn't finish till the conclusion of the product life cycle. By upgrading or including new features, you may iteratively create new versions while continuing to gather customer input.

In Southeast Bank generally this process includes inclusion of new deposit schemes, new FDR policy which includes very generous interest rate and customer friendly process where there is less hassle.

In competitive practices Southeast Bank maintains few steps like providing good exchange rates, availability of dollar endorsement, very customer friendly approach regarding opening of student file, good interest rates on deposit schemes, low interest rates on home loans and also in other loan segments of loan also.

2.4.8) Branding activities- Branding is the way of creating a perception in the mind of customer about a certain product, symbol, personnel etc. The concept of branding is that it is intangible that is it cannot be held and spot. They are generally called identifiers to trace a brand. Branding gives a company, personnel and entity a competitive edge over other existing competition.



Figure 3- BOGO offers for Southeast Bank Card Holders

Some of the branding initiatives that Southeast Bank are mainly done through the customer service provided as customers are pivotal part of any organization as their dependency and trust on the bank increases. As a result, their positive word of mouth helps the bank build a positive image. In addition to it there are other factors such as association of other companies to give the bank more and more public exposure for example credit card users of Southeast Bank can avail BOGO offers in some of the top restaurants.

2.4.9) Advertising and promotion strategies-

Southeast Bank uses many forms of advertising and promotion strategies but among few are frequently used. They are posting ads in billboards in prime locations and newspapers to promote their new product to the potential customers. Another is social media content marketing which includes promotions of the products offered to the social media. As it is the time of digitization so social media so sharing and keeping up with social is really important for customer engagement and Southeast Bank does that.

The use of digital channels to promote products and services to customers is referred to as digital marketing. Websites, mobile devices, social media, search engines, and other comparable channels are used in this sort of marketing. With the introduction of the internet in the 1990s, digital marketing grew in popularity. Southeast Bank uses digital marketing channels such as social media, website, SEO etc. to boost their customer engagement.

2.5) Financial Performance and Accounting Practices-

2.5.1) Last Five Years Financial Performances-

Last five (5) years information are given below.

BDT in Million where applicable

Year	Operating Income	Operating Profit	Net Profit	EPS	Return on Equity
2021	14,672.79	8,671.12	1,784.30	1.50	5.98%
2020	13,770.56	8,264.56	2,149.10	1.81	7.14%
2019	14,390.72	8,982.98	2,508.56	2.11	8.56%
2018	14,961.92	9,783.00	2,473.21	2.13	9.17%
2017	13,933.04	9,062.30	1,168.63	1.11	4.46%

Figure 4- Financial performance of last 5 years

- The Bank's operational profit for 2021 was BDT 8,671.12 million, which included net interest income as well as revenue from investments, commissions, and exchanges. In 2020, operating profit totaled BDT 8,264,56 million.
- At the end of 2021, the Bank's operating income was BDT 14,672.79 million, up from BDT 13,770.56 million in 2020.
- In comparison to the previous year's net profit of BDT 2,149.10 million, it was BDT 1,784.30 million in 2021.
- In 2021, earnings per share were BDT 1.50, down from BDT 1.81 the year before.
- The Bank's Return on Equity (RoE) decreased from 7.14 percent the year before to 5.98 percent in 2021.

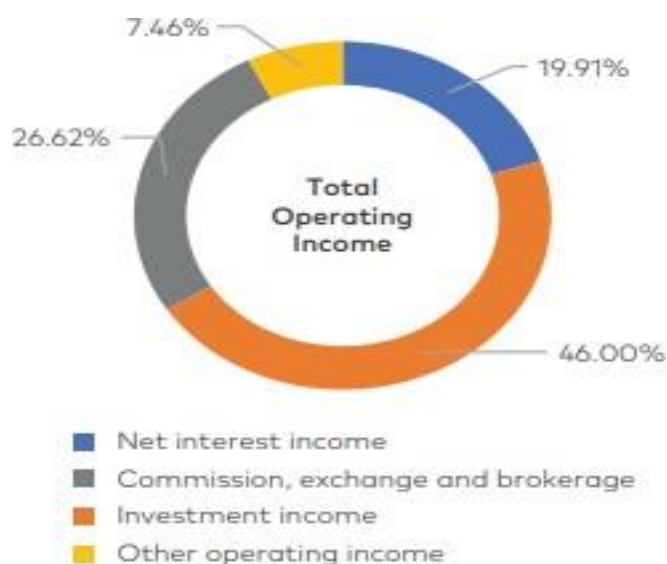


Figure 5 – Total operating income diagram

2.5.2) Comparative Financial Performance Highlights of SEBL-

Due to COVID-19, the banking sector experienced a difficult year in 2021 in a number of areas, including: Interest rate regulation, governance, capital sufficiency, profitability, and soundness. Despite more difficulties, SEBL successfully managed its portfolio in 2021, with an NPL of 4.81% (down from 3.10% in 2020) that was below the industry average (Southeast Bank, n.d.). The year's main priorities have been increasing asset quality, recovering classified and written-off loans, mobilizing deposits, automating processes, maintaining service excellence, and cost-cutting. Here is a quick analysis of financial results:

Particulars	Amount in Crore					
	Group		% Changes	Bank		% Changes
	2021	2020		2021	2020	
Net Interest Income	292.16	248.14	18%	284.36	240.92	18%
Non-Interest Income	1,175.12	1,128.91	4%	1,157.05	1,114.25	4%
Total Operating Income	1,467.28	1,377.06	7%	1,441.42	1,355.17	6%
Total Operating Expenses	600.17	550.6	9%	587.19	538.78	9%
Profit before provision & Tax	867.11	826.46	5%	854.22	816.39	5%
General provision	193.99	419.82	-54%	193.99	419.82	-54%
Specific provision	279.63	82.75	238%	279.63	82.75	238%
Provision for investments	8.96	-11.71	177%	24.33	-11.71	308%
Other provisions	58.72	20.01	193%	44.88	20.01	124%
Total profit before taxation	325.80	315.59	3%	311.39	305.52	2%
Provision for taxation	147.37	100.68	46%	140.00	95.93	46%
Net profit after taxation	178.43	214.91	-17%	171.39	209.59	-18%
Earnings per share	1.50	1.81	-17%	1.44	1.76	-18%

Figure 6- Profitability chart for year 2020 and 2021

- Net interest income (NII) provided 20% of total operating revenue in 2021, with interest income of BDT 18,922.15 million and interest costs of BDT 16,000.58 million.
- Non-interest revenue, which contributed the remaining 80%, climbed by 4%, mostly owing to a 10% rise in commission, exchange, and brokerage income in 2021 compared to 2020(Southeast Bank, n.d.).

- Operating income was BDT 14,672.79 million in 2021, while operating expenses were BDT 6,001.66 million. As a result, the bank's operating profit in 2021 will be BDT 876.11 million.
- Total tax provision increased by 46% in 2021, mostly owing to a fall in tax deductible expenses as a result of having fewer write-off loans in 2021 compared to 2020(Southeast Bank, n.d.).

2.5.3) Operations Management and Information System-

The operations and management systems are mainly accounting information systems of the respected bank. Decision-makers utilize accounting information systems (AIS) to gather, store, and process financial and accounting data. Such systems give users the financial information they need to operate their organizations and make the most efficient and successful decisions by combining traditional accounting controls and procedures with contemporary information technology resources.

An organization's AIS is crucial in assisting it in assuming and maintaining a strategic position. The computer programs used to store, retrieve, process, and analyze the company's financial data constitute the software component of an AIS. Before computers, AISs were manual, paper-based systems, but nowadays, most businesses use computer software as the foundation of the AIS.

2.6) Industry and Competitive Analysis

2.6.1) SWOT Analysis-

<p><u>Strength</u></p> <ul style="list-style-type: none">• Profitability and growth are strong, with solid internal capital creation.• capable and efficient management team.• rapid and transparent decision-making• Excellent company culture and a pleasant working environment.• Effective employees and expert risk management	<p><u>Weakness</u></p> <ul style="list-style-type: none">• ineffective marketing and promotion efforts.• marginal capital adequacy• Fixed deposit concentration is higher.• absence of fully automated processes• minor market share
<p><u>Opportunities</u></p> <ul style="list-style-type: none">• Market penetration through offering diverse items.• In international business, banking is becoming more common.• introduction of telebanking and credit cards.	<p><u>Threats</u></p> <ul style="list-style-type: none">• Opening of a new foreign bank.• New banks with higher deposit interest rates• New competitive schemes offered by the new bank• Volatile political climate of Bangladesh

<ul style="list-style-type: none"> • regulatory environment encourages the development of the private sector. 	<ul style="list-style-type: none"> • Possibility of high employee turnover rate • Insufficient ATM booth service • Conservative credit policy
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Figure 7- SWOT Analysis of Banking Industry

Strengths and Opportunities often demonstrate the bank's potential. SEBL has certain weaknesses and threats as well, but they are currently taking steps to address such weaknesses and threats. SEBL began operations to automate their everyday banking operations, and the majority of their branches are now ready to go online. SEBL takes the effort to place ATMs in strategic locations. To counter the danger of new banks, SEBL now offers the same interest rate on deposits as the new banks. SEBL will also provide new products to the market, which will both attract new customers and assist the bank compete with the new bank. So, we can see that SEBL has tremendous potentials in the Bangladeshi money market since they have numerous strengths and weaknesses, and they have already taken steps to prevent the weaknesses and external threats.

2.6.2) Porters 5 Forces-

The banking industry predominates in Bangladesh's financial sector. The banking sector is struggling with the dilemma of exposure to both internal and external threats (Mehjabeen, 2018). These hazards can't all be avoided. However, as the industry has gained more experience, it has seen various industry cycles and economic turmoil, and as a result, it has developed and adjusted a framework for identifying and mitigating risks that not only protects the business from adverse circumstances but also helps to improve operating viability and ensure sustainability (Mehjabeen, 2018). Below is a diagram that demonstrates our risk framework using Michael Porter's risk analysis methodology. It includes a detailed examination of competition intensity while operating in the dynamic and tough banking sector and actions to reduce the impact of these risks on the business model.

1) Threat of new entrants:

There are less entry barriers and more profitability in the banking sector. Profits start to decline as more businesses vie for the same market share. To prevent new entrants, it is crucial for established firms to erect strong entry barriers. The risk of new entrants into the banking industry is minimal. Due to the fact that starting a new bank requires at least 400 crore taka and governmental support (Mehjabeen, 2018).

2) Bargaining power of suppliers:

Suppliers with strong bargaining power might sell higher-priced or lower-quality raw materials to their consumers. This has a direct impact on the earnings of the purchasing corporations since they must pay more for supplies. Suppliers' bargaining strength in the banking sector is limited. Because the regulation is imposed by the Bangladesh Bank. Branches do not have complete access power (Mehjabeen, 2018). The branches are under the jurisdiction of the corporate headquarters.

3) Bargaining power of buyers:

When buyers have significant negotiating power, they can force industry producers to offer cheaper prices or better-quality goods. Greater quality items typically have higher manufacturing costs, whereas lower prices result in lesser profits for the company. Lower producer earnings occur from both cases. The purchasing power of the banking industry is limited. Customers lack the authority to alter the laws and regulations. The bank always sets the interest rate and fees.

4) Threat of substitutes:

This force poses a particular danger when consumers can quickly identify alternatives with more appealing pricing or higher quality items, as well as when they can simply and affordably transition from one good or service to another. Threat of alternatives to the banking industry is minimal. Because there is a large demand from customers for the bank to provide that desire.

5) Rivalry among existing competitors:

This force is a significant factor of an industry's competitiveness and profitability. Companies in a competitive industry must fight intensely for a market share, resulting in poor profitability. Rivalry exists among current rivals in Bangladesh's banking sector. Because the competition is strong enough to attract new customers in a suitable location.

2.7) Conclusion

To conclude this chapter analyzes the background details of the organization and its approaches which includes management, marketing, financial and industry competitiveness. Southeast Bank Limited was established in 1995 with the intention of becoming one of the top financial institutions in the country and helping to boost the home economy. It is run by a

group of professionals who promote a culture of trust, discipline, and a commitment to upholding a pleasant work environment. The SAVP and Manager of Operations (MO) of the New Eskaton branch of Southeast Bank Limited are responsible for HR planning and overseeing the financial activity of the bank. The recruiting and selection process typically begins with the publication of a circular, followed by an application procedure through the SORS website, a written exam, and focus group talks. After completing all of the aforementioned tests and stages, applicants stand before members of the executive top hierarchy and if successful, the candidate is appointed to the open post. The Compensation structure also offers paid time off, lunch facilities, training, and performance bonuses. Marketing techniques include branding, customer service, and advertising in various media.

2.8) Recommendation

In this chapter organizational practices are analyzed for Southeast Bank Limited. There are a few recommendations that I would like to give starting with an employee friendly environment. In addition to it training and development programs should be more specific and topic-based training modules should be provided. Furthermore, performance appraisal should be regular and sometimes situational events should be addressed during extreme inflation. On the other hand, along with the pragmatic marketing approaches some new methods should be inducted. CSR activities should also be enhanced and should be proportional to the profit the organization is making.

Chapter 3

Project Part

“Impact of Transformational Leadership and Performance Appraisal on Employee Engagement among Generation-Y bank employees in Bangladesh.”

3.1) Introduction –

This chapter discusses the literature review that includes information about and an overview of Bangladesh's Generation Y bankers, concept of transformational leadership, performance appraisal and employee engagement perceived by this cohort, the idea of transformational leadership, performance appraisal and employee engagement and how frequently they use it, three derived hypotheses.

3.2) Background of the Study-

Bangladesh's banking system is divided into four types of scheduled banks. Nationalized Commercial Banks (NCBs), Government-owned Development Finance Institutions (DFIs), Private Commercial Banks (PCBs), and Foreign Commercial Banks are examples of these institutions (FCBs). In 2013, the number of banks remained constant at 55. These banks had a total of 6562 locations (Bangladesh Bank, 2013). Over the previous three decades, the general public's access to financial services has improved. In 1972, the population per branch was 57,700; in 1991, it was 19,800. Due to the closure of several branches and population growth, it increased to 21,300 in 2001. In comparison to India's 15,000 people per branch in 2000, Bangladesh is not far behind (Ahamed, 2014). Furthermore, following independence, Bangladesh's banking sector got off to a slow start with just six nationalized commercial banks,

two state-owned specialized banks, and three foreign banks. With the entry of private banks in the 1980s, the banking industry saw substantial development. Now, there are mainly two forms of banking in Bangladesh:

- ❖ Schedule Banks

- ❖ Non- schedule banks

The government's stated aim of fostering financial inclusion has seen little fruition, since private and international banks have made little success in establishing branches in distant and rural regions of the country, despite controlling about 75% of the banking sector. For example, between February 2008 and December 2012, the proportion of bank branches in rural regions fell from 57.94 to 57.20 percent, while the percentage of bank branches in urban areas climbed from 42.06 to 42.80 percent. There is also a disparity in the amount of engagement of state-owned commercial banks against private and international commercial banks (Ahamed, 2014). In December 2012, for example, 63.97% of state-owned commercial bank branches were situated in rural regions, compared to 38.08% of private commercial bank branches. As of December 2012, no international banks had opened branches in rural regions (Bangladesh Economic Review,2013).

On the other hand, the financial sector's problem is pervasive and not limited to the banking system. The regulating body should be autonomous yet responsible. Prudential regulation should be restricted to deposit-taking institutions and clearly distinguished from non-prudential regulation. The difficulty with lesser bank profitability is that it may cut tax and hence leave a mark on the fiscal system, since the bank is the number one source of revenue under the major tax unit of the NBR. Furthermore, the revenue aim may be jeopardized by decreased credit growth, which may influence investment and growth, and hence tax collection (Ahamed, 2014).

3.3) Literature Review-

3.3.1) Generation Y employees-

The generation referred to as Generation Y was defined as those who were born between the early 1980s and the early 2000s. There is no consensus among scholars as to the exact beginning and ending dates of this generation (Steiner, 2016). Moreover, People in Generation Y are self-assured and ambitious. Some people believe that they are arrogant rather than self-confident. Success in their jobs is not as essential to Millennials as it is to their families and friends. Furthermore, they are looking for new challenges and have high expectations. Because Generation Y frequently has unrealistic expectations, reality frequently exceeds them. People will be dissatisfied in that circumstance (Steiner, 2016).

3.3.2) Characteristics of Generation-Y employee-

✓ Technology Oriented-

In comparison to conventional modes of communication, Generation Y prefers to communicate more rapidly and efficiently via email, social networks, or text messaging. The generation is also drawn to firms where technology is at the core of the company's concept. Traditional businesses are less appealing to the millennial generation. Generation Y prefers to work for firms that embrace new modes of communication and incorporate them into their operations rather than organizations with a more conventional mindset. Technology must become a part of this generation's daily lives (Connecting Generations).

✓ Seeks work-life balance-

Gen Ys typically seek professions that allow them to maintain a healthy work-life balance. They prefer employment that enable them to spend more time with their families and/or pursue personal objectives. They may prefer a job with more flexible hours over one with more income in some situations (Indeed Editorial Team, 2022)

✓ **Result-oriented-**

The fact that millennials prioritize outcomes is another factor in why they prefer freedom. Instead of telling you how long they worked, they would rather to share what they did. They can do more if they can finish a task more quickly than the time given. They may feel more accomplished at work if they have more accomplishments to mention (Indeed Editorial Team, 2022).

✓ **Enjoys collaboration-**

Members of Generation Y frequently strive to discover methods to work together to finish projects rather than working separately and focusing on a certain set of responsibilities. Whether it's talking with someone in IT for better software or examining profitability charts with someone in accounting, Gen Ys will not hesitate to look beyond their domains for answers. This also promotes a results-oriented workplace in which everyone works toward a common objective (Indeed Editorial Team, 2022).

✓ **Ambitious-**

In order to accomplish their aims, Generation Y challenges the status quo. A record that was previously unreachable wishes to be broken or something new attempted by this ambitious generation. They aren't scared to put in a lot of effort to go over difficulties and barriers. The "work smarter, not harder" credo is one that members of Generation Y attempt to uphold. In order to use the time, money, and effort they save on one problem to solve other problems, they would want to build a strategic solution (Indeed Editorial Team, 2022).

✓ **Values flexibility-**

A flexible work schedule and environment are preferred by many millennials. Because many millennials work in computer-related fields, they may look for roles that are at least partially remote and allow them to work outside of a regular 9-to-5 schedule (Indeed Editorial Team, 2022).

3.3.3) Employee engagement among different generations-

Generation X is younger than the preceding generation, the baby boomers. The Gen X generation was born between 1960 and 1980. Meanwhile, according to Lancaster and Stillman (2002), generation X is a closed generation that is self-sufficient and capable, not reliant on others for assistance. According to their generation X work habits Recognizing diversity and global thinking, desiring to combine work and life, being casual, self-sufficient, employing a practical approach to work, desiring to have fun at work, and content working with cutting-edge technology Generation X was born during the early years of technology and information development, such as the usage of personal computers (PCs), video games, cable television, and the internet (Atieq, 2019).

Generation Y, which includes those born between 1980 and 1995, is known as the millennial generation because they grew up in the digital age, which was a premonition of the new century. The largest generation in the workforce today is Generation Y. The level of independence and individuality in Generation Y is very high. The Generation Y is self-centered and certain that they will achieve. Technology, its advancement, etc. are also beloved by Generation Y (Atieq, 2019).

A generation born between 1995 and 2010 is known as Generation Z. The most widely held belief about generation Z is that they consider this generation to be technologically sophisticated and even superior to millennials since they have never experienced a world

without cellphones and social media because everything is readily available. The Z generation, often known as the iGeneration or the internet generation, is the youngest generation to enter the workforce. While generation Z and generation Y share characteristics, generation Z is capable of multitasking, which includes utilizing a mobile phone to access social media, a computer to browse, and a headphone to listen to music. The majority of what is done has to do with cyberspace. This generation has been using technology since they were little (Atieq, 2019).

3.3.4) Transformational Leadership-

Transformational Leadership –

Transformational leadership is a type of leadership in which executives encourage, inspire, and motivate people to innovate and create change that will help the organization grow and influence its future success. This is achieved by executives leading by example by fostering a strong sense of company culture, employee ownership, and independence in the workplace (White,2018). According to White (2018) transformational leaders inspire and excite their teams without micromanaging; they rely on trained personnel to make choices in their given roles. It's a management style that encourages staff to be more innovative, think forward, and discover fresh answers to old issues. Employees on the leadership track will be mentored and trained to become transformative leaders themselves. Furthermore, according to Cherry (2022) a leadership approach known as transformational leadership can encourage followers to make improvements in their own lives. Leaders that are transformational tend to be vivacious, enthusiastic, and passionate. These leaders care about and participate in the process, but they also prioritize ensuring that each team member succeeds. According to Montgomery (2018) few traits of transformational leadership are discussed below-

- Curiosity
- Communicative
- Visionary
- Always Team Priority Attitude
- Simple
- Charismatic Leadership
- Patience in Handling Risk

Transformational Leadership and employee engagement-

One of the key components of organizational success is employee engagement. The intrinsic motivation of employees is closely tied to organizational productivity of employees. It refers to an employee's dedication to professional growth within the organizational office and the level of effort put forth by that person in the pursuit of the organizational goals. High-engagement workers are proud of comprehending new information and applying it to their life rather than just obtaining the formal markers of success (Mozammel, S. 2015). According to Chaudhary, R., & Sisodia, S. (2022) The sort of leadership at the helm of affairs greatly influences the degree of employee engagement. Additionally, the likelihood of achieving a high degree of engagement double if the leader is a transformational leader. A transformational leader goes above and beyond to instill in their team members a sense of mutual support. Employees begin to believe that the success of the company is a reflection of their own progress because of how safe and cared for they feel under his leadership. As a result, they give their all and have such faith in him that their commitment exceeds the expectations of the leader. In fact, it has become clear that transformational leadership is essential for achieving and maintaining an engaged workforce. Moreover, Various thinkers and scholars have discussed

the importance of leadership and top management in affecting employee engagement levels. To be successful in any organization, you must have an engaged workforce, which requires leadership that can create in employees a sense of oneness, belonging, and a shared destiny. Transformational leaders increase employee happiness and devotion, opening the door for greater efficiency. Therefore, their engagement with work is enhanced. When the inter-relatedness and dependency are at this level, it is vital to explore the relationship more thoroughly since the more you research these two, the more related they appear to be. (Chaudhary & Sisodia, 2022). Hence it is hypothesized that

H1: There is a positive relationship between transformational leadership and employee engagement.

3.3.4) Performance Appraisal

Performance Appraisal-

The phrase "performance appraisal" describes the routine evaluation of a worker's productivity and overall value to a business. A performance assessment, sometimes referred to as a yearly review, performance review or evaluation, or employee appraisal, assesses the abilities, successes, and growth—or lack thereof—of an employee. Performance reviews are used by employers to provide workers with comprehensive feedback on their work and to support choices on salary raises, incentives, and termination. They can be carried out at any time, although they usually happen annually, semi-annually, or quarterly (Hayes, 2021). Moreover, Human resources (HR) departments typically create performance assessments as a means for employees to advance in their careers. They offer feedback on employees' job performance. It ensures that staff are managing and fulfilling the objectives that are required of them, as well as providing assistance on how to achieve them if they fall short. Because firms have a limited

pool of cash from which to pay incentives such as increases and bonuses, performance assessments assist in determining how those monies should be allocated. They let businesses to assess which employees have contributed the most to the company's success, allowing businesses to reward their top-performing staff accordingly (Hayes, 2021). According to Hayes (2018) performance assessments can assist employees and managers in developing a strategy for employee growth through more training and increasing responsibility, as well as identifying opportunities for the employee to improve and advance in their career.

Performance Appraisal and employee engagement-

According to Gupta, V., & Kumar, S. (2013) Employees who experience distributive and informational fairness during the PA process are more likely to be engaged in their job and to be happy. The two justice aspects were discovered to strongly predict involvement regardless of how it is conceived. This significantly shows that employee perceptions of these two justices play a significant effect in determining his/her job engagement. In addition to it the study by Gupta, V., & Kumar, S. (2013) sheds light on the kind of behavioral contributions made by depending on how they perceive justice, workers contribute to their businesses. More particular, employees who experience distributive justice in a PA session demonstrate stronger commitment and energy than those who experience procedural justice. Employees that believe in informational justice are more actively involved in their job on a physical, cognitive, and behavioral level. Additionally, they are more like to be more enthusiastic and dedicated to their work, feel proud of their accomplishments, look for novel approaches to problems, and go the "additional mile" to do their jobs successfully. Moreover, the study by Selvarasu, & Sastry, (2014) supports the idea that employee engagement is influenced by overall compensation schemes, programs, and policies. However, it is also clear that when designing incentive systems, policies, and programs, the majority of pay specialists do not always take employee engagement into account. The study's findings, lessons gained, and suggestions for promoting

employee engagement through total incentives programs. Therefore, their engagement with work is enhanced. Hence it is hypothesized that:

H2: There is a positive relationship between performance appraisal and employee engagement.

3.4) Methodology-

3.4.1) Introduction-

The procedures employed in this investigation are described in this chapter. This chapter describes the research design, including the goal and methodology of the study. The research is also offered, and it includes an overview of the study's goals. Also included are the population and sample size, the data gathering method, and the data analysis techniques.

3.4.2) Research Design-

A quantitative research design was used for the study. Quantitative approaches, according to (Babbie, E. R., 2020), place a premium on objective measurements and the statistical, mathematical, or numerical analysis of data gathered through polls, questionnaires, and surveys, or by modifying pre-existing statistical data using computing tools. The goal of this study is to see if there is a link between transformational leadership and employee engagement, as well as perceived performance appraisal, among Bangladesh's generation Y bank employees who shop are currently in service in multiple private and government banks. The report's respondents are chosen at random from the study's participants.

3.4.3) Research Site-

The research used a quantitative technique to accomplish its goals. Offline surveys and structured questionnaires are used in this research to collect data. Williams (2021) claims that

the goal of quantitative researchers is to have a thorough grasp of behavior and other phenomena in a variety of contexts and groups. Quantitative research typically yields conclusions that are concise, narrowly focused, accurate, and practical.

3.4.4) Population and Sample Size and Data Collection-

The sample is from 50 respondents who are generation y bank employees from major commercial area of Narayanganj District. The suggested study is a quantitative analysis in which data is collected using organized questionnaires and surveys. According to (Nikhat, 2019), Generation Y, often known as millennials, is currently the dominating demand force. This generation alone accounts for around 34.8% of Bangladesh's overall population, with approximately 27.1% residing in urban areas (Wing L. A, 2019) The study focused on Generation Y millennial employees. For data collection 19 survey questionnaires were used to collect information from generation y bankers from Narayanganj district.

3.4.5) Data Analysis-

The relation between including transformational leadership, performance appraisal and its relation to employee engagement were measured using Pearson correlation tests using SPSS. This type of tests is conducted when a researcher wants to determine the relationship between two or more variables. Correlation tests which is according to Makowski et al. (2020), are perhaps the most often used statistical procedure. They provide the basis for many different applications, such as exploratory data analysis, structural modeling, and data engineering.

3.5) Findings and Analysis-

3.5.1) Introduction-

The analysis and results of the quantitative survey, which was conducted in a descriptive way, are presented in the next chapter. The chapter includes descriptive statistics, the results, and correlations according to the hypotheses and descriptions of correlations.

3.5.2) Descriptive Statistics-

Descriptive data shows the overall demographic details of the total respondent (n=50),

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	13	26.0	26.0	26.0
	26-30	20	40.0	40.0	66.0
	31-35	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

Table 1- Frequency distribution based on age

The bulk of the data samples utilized to test the hypothesis (n=50) support the frequency of the 26–30 age group in the population. The output result is the same for roughly 40% of the data sample in the age group with the greatest incidence across all age groups. There are no missing numbers or data that has to be rejected due to faults because valid percent and display the same value across all data samples.

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	30	60.0	60.0	60.0
	Female	20	40.0	40.0	100.0
	Total	50	100.0	100.0	

Table 2- Frequency distribution based on gender

When the data characteristics of the data sample are considered, it can be seen that the majority of the data are obtained from Male. However, the age difference between the two groups (male and female) is not significant enough to produce a difference in the data sample. Using the same example, valid percent and percent as there are no missing values from any data sample considered.

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undergraduate	15	30.0	30.0	30.0
	Masters/MBA	35	70.0	70.0	100.0
	Total	50	100.0	100.0	

Table 3- Frequency distribution based on education

The hypothesis may be mainly verified for students since the frequency (F=35) of data samples who finished Masters degrees is significantly greater than for other jobs. For example, almost 70% of the data comes from Masters.

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	20	40.0	40.0	40.0
	Unmarried	30	60.0	60.0	100.0
	Total	50	100.0	100.0	

Table 4- Frequency distribution based on marital status

Marital Status, like Educational Level, has the same meaning as our overall data sample (n=50), with the majority of the data being unmarried persons with a F=30 frequency.

3.5.3) Findings & Analysis-

A sample of 50 bank employees from generation Y in Narayanganj participated in the study. A structured questionnaire was employed to collect this data during October 2022 utilizing offline methods. The link and impact of transformational leadership, performance assessment, and employee engagement of the generation Y bank workers were investigated using Pearson's correlation and regression analysis, with SPSS analytical tool version 25 being employed.

Correlations:

Descriptive Statistics			
	Mean	Std. Deviation	N
TL	3.6350	.47636	50
EE	3.7926	.34945	50
PA	3.4894	.53929	50

Table 5-Mean, Standard deviation and frequency

For each dataset the data are measured using the Likert Scale. The values are as below

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

This measurement has been considered for each Questionnaire as an indicator of the impacts of these two independent variables (transformational leadership and performance appraisal) and one dependent variable (Employee Engagement). In each variable, the mean shows the total influence of 50 data samples. For example, when Performance appraisal is considered, a mean of 4.00 indicates that 50 persons AGREE with the Performance appraisal questionnaire. The data will change since no two data samples are similar. So, there is a standard deviation of 0.47 in Transformational Leadership.

Correlations

		TL	EE
TL	Pearson Correlation	1	.865**
	Sig. (2-tailed)		.000
	N	50	50
EE	Pearson Correlation	.865**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Table-06: Correlation of Transformation Leadership and Employee Engagement

Analysis-

R value is 0.865 in H1, where there is a correlation between transformational leadership and employee engagement. When R is positive and close to 1, it denotes a positive correlation between the variables. The analysis's selected Alpha value will regard the data as significant because the results are two-tailed. Because there is no significance, the correlation analysis cannot be ignored (P0.01).

Correlations

		EE	PA
EE	Pearson Correlation	1	.822**
	Sig. (2-tailed)		.000
	N	50	50
PA	Pearson Correlation	.822**	1
	Sig. (2-tailed)	.000	
	N	50	50

** . Correlation is significant at the 0.01 level (2-tailed).

Table-07: Correlation of Performance Appraisal and Employee Engagement

Analysis-

R value for the correlation between transformational leadership and employee engagement in hypothesis two is 0.822. When R is positive and close to 1, it denotes a positive correlation between the variables. Because there is no significance, the correlation analysis cannot be ignored (P0.01).

Regression-

For Hypothesis 1,

H1: There is a positive relationship between transformational leadership and employee engagement.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.865 ^a	.747	.742	.17744	.747	142.054	1	48	.000

a. Predictors: (Constant), TL

b. Dependent Variable: EE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.487	.195		7.625	.000	1.095	1.879
	TL	.634	.053	.865	11.919	.000	.527	.741

a. Dependent Variable: EE

Table-08: Regression of Transformational Leadership and Employee Engagement

Analysis-

Here, r square = .747 indicates that independent variables can only explain 74.7% of the change in the dependent variable, which is significant, and p value of 0.1% (0.001) is significant at 5%. As a result, we may infer that we can reject the null hypothesis and accept the alternate hypothesis, and that this is a strong regression model.

For Hypothesis 2,

H2: There is a positive relationship between performance appraisal and employee engagement.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.822 ^a	.676	.670	.20083	.676	100.355	1	48	.000

a. Predictors: (Constant), PA
b. Dependent Variable: EE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.933	.188		10.293	.000	1.555	2.311
	PA	.533	.053	.822	10.018	.000	.426	.640

a. Dependent Variable: EE

Table-09: Regression of Performance Appraisal and Employee Engagement

Analysis-

Here, r square =.676 indicates that independent variables can only explain 67.6% of the change in the dependent variable, which is significant, and p value of 0.1% (0.001) is significant at 5%. As a result, we may infer that we can reject the null hypothesis and accept the alternate hypothesis, and that this is a strong regression model.

3.6) Discussion and Implications-

3.6.1) Discussion-

The current research describes the relationship and impact between transformational leadership and employee engagement which is positive from the findings of SPSS test. According to Chaudhary, R., & Sisodia, S. (2022) The sort of leadership at the helm of affairs greatly influences the degree of employee engagement. Additionally, the likelihood of achieving a high degree of engagement double if the leader is a transformational leader. A transformational leader goes above and beyond to instill in their team members a sense of mutual support. Employees begin to believe that the success of the company is a reflection of their own progress because of how safe and cared for they feel under his leadership. Moreover High-engagement workers are proud of comprehending new information and applying it to their life rather than just obtaining the formal markers of success (Mozammel, S. 2015).

Secondly, the study also depicts the positive relationship between performance appraisal and employee engagement. The results from SPSS test shows a positive relation between performance appraisal and employee engagement. According to Gupta, V., & Kumar, S. (2013) Employees who experience distributive and informational fairness during the PA process are more likely to be busy in their job and to be happy. The two justice aspects were discovered to strongly predict involvement regardless of how it is conceived. This significantly shows that employee perceptions of these two justices play a significant effect in determining his/her job engagement. In addition to it the study by Gupta, V., & Kumar, S. (2013) sheds light on the kind of behavioral contributions made by depending on how they perceive justice, workers contribute to their businesses.

3.6.2) Implications-

The above research explains the relation of transformational leadership, performance evaluation, and employee engagement among Bangladeshi bankers who are members of the generation Y group. This study updates the empirical information on employee engagement, performance evaluation, and transformative leadership for the generation Y group, often known as millennials. The findings demonstrated the factors' significance and their potential influence on employee engagement. The findings of this study will be helpful to a wide range of professionals, practitioners, and academicians since they will help to advance both the TPB theory and the generational cohort theory. For students, academics, marketers, businesses, and organizations as a whole, current literature will be enriched. From the data collected from this data analysis various companies and brands who are likely to target generation y people will benefit. As they will get aforementioned data which will give them insight about how generation functions. Furthermore, Human Resource professionals who are and will work with generation people will know how to function with this generation y group.

3.6.3) Limitation-

First of all, the study's sample size of 50 bankers was rather tiny given the size of the nation's population, and the respondents primarily worked for banks in the Narayanganj area; due to time constraints, other cities could not be taken into account. There were around 50 responders taken from the fields; however, there may have been more if there had been enough manpower. Second, although a qualitative technique may have been used, the study is quantitative. Only three factors, together with no controls, were examined in this study to determine their effects on brand loyalty.

3.6.4) Future Study Direction-

For additional study in estimating how employee engagement can be enhanced by transformational leadership and performance appraisal and how the variables are influencing employee engagement, we suggest, generation Z should be studied as they are often the ones

setting trends and flowing with the hype. Also, both quantitative and qualitative approaches should be taken and studied taking a large significant sample size from all over the country. Also, a comparative study might be done between gen Z and Y to see similarities and differences. Lastly more variables can also be considered to check the impact on employee engagement of generation y bank employees and their behaviors.

3.6.5) Recommendation-

The study also portrays the positive relationship between performance appraisal and employee engagement. The results from SPSS analysis shows a positive relation between performance appraisal and employee engagement. My recommendation would include creation of better working environment by fostering strong company culture, employee ownership and work independence. As performance appraisal and transformational leadership influences positive employee engagement thus employee confidence increases. The top management should adopt a more sensitive towards employee situations which includes sudden emergencies. Annual tour and employee entertainment should be enhanced and sponsored by the organization.

3.7) Conclusion

This study investigates the impact of transformative leadership and performance assessment on employee engagement among generation Y bankers in Bangladesh. It highlights how millennials are changing the world through collaborative economics, uberization, and self-employment, and how HR professionals must target them to improve their performance. Millennials are self-assured and ambitious, prioritizing family and friends over professional accomplishment. They have high expectations and are often unreasonable. Generation Y prefers enterprises where technology is key to the company strategy. Generation X work habits

include respecting variety and global thinking, being casual and self-sufficient, taking a pragmatic approach to work, and having fun at work. Secondary data sources such as offline data surveys were used to create a quantitative analysis SPSS program to assess a link between the variables. The research findings and outcomes showed a strong association between transformational leadership, performance appraisal and employee engagement within Bangladesh's generation Y cohort. The results are consistent with other studies looking into millennial image and employee engagement in other banks. The study's shortcomings were identified and recommendations for further research were made.

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