

CHAPTER 1

INTRODUCTION

1.1 Prelude

The banking sector is one of the major service sectors in Bangladesh economy. There is several types of banks, which differs by different kind of services. Although some of the differences between these types of banks have lessened they begin to expand the range of products and services they offer. Commercial banks are the primary contributor to the economy of a country. Rupali Bank Limited is also largest state owned commercial bank in Bangladesh. It enables every facial appearance that limited state owned commercial bank requires. It provides many kind of banking facilities to ensure the employee satisfaction. Rupali Bank Limited is always concern about the perfect service to their employees. The main task is to mobilize funds from surplus economic unit and deployment it to deficit economic unit and Rupali Bank Limited is doing that successfully from its establishment. This study is the result of my internship program ran for the past 90 days placed at the Rupali Bank Limited.(A Case Study on Chehelgazi Branch and HSTU Branch, Dinajpur). Therefore, the branch has all level of employees of the bank. Since my internship program was directed to understand the level of job satisfaction, I had to gain the practical area of responsibilities and of accountabilities of the employee so that I could interact with them to assess their views about and relations with the organization. I tried best to ask the staffs directly and indirectly to gather my information.

1.2 Statement of the Problem

Problem Statement one of the main roles of Human Resources (HR) departments is to ensure that employees are sufficiently satisfied with their jobs. Typically research has shown that satisfied employees or corporations are thought to be more productive. On the other hand, if workers are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. So HR departments need to measure employee job satisfied and examine the correlations between these three variables (productivity, absenteeism, and turnover) with regard to possible extraneous variables. Human Resources Consulting, Inc. is hired by a medium-sized financial firm to conduct a survey addressing these topics. The survey, which is administered to the

entire worker population, quantifies job satisfaction and employee. The general job satisfaction feedback will help HR in identifying the percentage of satisfaction employees and the percentage satisfaction in the areas of compensation, benefits, training, and supervisor relations

1.3 Research Questions

- Which factors of job satisfaction affect employee more?
- What are the factors lead to employee satisfaction?
- What are the factors behind employee job dissatisfaction?

1.4 Research Objective

1. To know the banking environment of Rupali Bank Limited
2. To know the factors that influences the satisfaction level of the employees of Rupali Bank Limited.
3. To measure the satisfaction level of the employees of Rupali Bank Limited.
4. To find out the problem related to the satisfied level of employees of Rupali Bank Limited and provide the suggestions regarding the problems.

1.5 Definition of key term

Job Satisfaction:

Job satisfaction refers to a person's feeling of satisfied on the job, which acts as a motivation to work. It is not the self satisfaction, happiness or self contentment but the satisfied on the job. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal; the end-state is feeling accompanying the attainment by an impulse of its objectives.

Hoppock describes job satisfaction as, "Any combination of psychological, physiological and environmental circumstances that cause any person truthfully to say I am satisfied with my job". The term "job satisfaction" refers to an employee's general attitudes toward his job."

There are three major theories of job satisfaction viz, (Hoppock 1998).

- i. Herzberg's Motivation-Hygiene Theory.
- ii. Need Fulfillment Theory.

iii. Social Reference Group Theory.

Locke defines job satisfaction as a “Pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience, to the extent that person’s job fulfill his dominant need and is consistent with his expectations and values” .

1.6 Important of the Study

This study covers the factors affecting job satisfaction in Banks. The organizational factors include work conditions, pay, fairness and promotion; individual factors include age and gender, they are the independent variables; job satisfaction is the dependent variable. Since, working at branch, get the opportunity to gain knowledge of the components that helps to retain job satisfaction of employees of Rupali Bank Limited. The decisions and analyses are done based on the opinion of 6 questions and practices applied at Chehelgazi Branch and HSTU Branch, Dinajpur.

CHAPTER 2

LITERATURE REVIEW

2.1 Review of Literature

This chapter deals with a brief review of the work done in the past on the subject concerned. Review of the past research helps, besides demarking the limitations of the work done, in classifying the concept and formulating the methodology of the study. So the attempt has been made to review various research work carried out in the past.

Majumder (2012) published a research paper on “Human Resource Management Practices and Employees’ Satisfied towards Private Banking Sector in Bangladesh”. In this study, he considers ten major factors which represent most of the human resources management practices followed by different private banks. The study reveals that all HRM dimensions exercised in the private banking sector of Bangladesh does not satisfied to the employees equally. Most of the employees are dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities.

Sarker (2014) published a paper entitled “Increasing employee job satisfied as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh.” in this study he found that salary is the main indicator of satisfied. He also found that leadership skill has significant impact but negative on the job satisfied of employees.

Khan and Parveen (2014) attempted to find the degree of overall job satisfied prevailing among the bank employees on different factors contributing to their job satisfied, in the light of current realities. Results showed the mean and standard deviation of five variables, Salary, Compensation and Benefits, Promotion, Career Development, Training, Interpersonal Relations and Working Conditions and their sub variables in public and private sector banks in India. It was found that the two sectors have nearly identical levels of satisfied with very less variation.

Jegan and Gnanadhas (2011) found that those who are involved in e-banking services for a long period (6years) have high level of job satisfied compared to those involved in e-banking services for a short period. The highly associating profile variables with their

job satisfied are age, designation and experience in e-banking services. Other profile variables like sex, monthly income, education level, nature of employment have insignificant association with their job satisfied towards e-banking services. Job satisfied is influenced by organization culture by 95% and remaining 5% are determined by other factors.

Ijigu, A. W. (2015). in his published work concluded that job satisfied is closely related to recruitment and selection, training and development, performance appraisal and compensation package and employees have significant and positive inclination towards job satisfied.

Rahman, M. M., & Hoque, M. M. (2014).opined on the relative importance of job satisfied factors and their impacts on the overall job satisfied of employees. The study showed that organizational factors like work conditions, pay, fairness, and promotion significantly influenced employee job satisfied in Bank. So, individual factors such as age and gender did not significantly influence employee job satisfied in Banks. The jest of the study was simply an observation that some employees seem better adjusted and happier at work and were able to cope well with the demands of the working environment while others were not. Another observation was that management seems not to be aware of what motivates their employees and to strategically utilize those motivational tools to maintain high levels of job satisfied, high productivity and morale.

Ahmed and Uddin (2012) attempted to find the degree of overall job satisfied prevailing among the bank employees on different factors contributing to their job satisfied, in the light of current realities. Results showed that three areas (promotion, salary and benefits) are identified sources of dissatisfied and six different areas (supervision, operating procedure, co-workers, reward, and nature of works and communication system) are identified as sources of satisfied.

Rahman M.M. and Hoque (2014) found that job satisfied of bank employees is dependent on pay, promotion, work environment, rewards, relation with boss and co-worker. They found that the dependent variable satisfied with pay has the expected positive effect on job satisfied.

Sharma and Khanna (2014) opined that interpersonal relations, devotion to duty, organizational commitment, punctuality, staffing, transfer, organizational culture and

salary, lead to employee job satisfied or dissatisfied. Ramasatyanarayana and Gurunadham (2013) found that salary is the most satisfied factor and job security is the most dissatisfied one.

Sinha, E. (2013). found that the satisfied level of the employees differ significantly regarding salary. He also found that there was no difference of satisfied level regarding training opportunities between different age groups and no significant difference in satisfied level of employees regarding job rotation policy of the company between different gender groups.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Nature of the Study

The present chapter describes the key methodological components that used to achieve the objectives of the study. A research methodology is a systematically enquiry that permits the researcher to report the findings scientifically. For this reason this chapter starts by identifying the factors that affect the research design, and concentrate on the discussion of the steps involved in the research process by ranging from the formulation of the research problem to the analysis and processing of data. Lastly, issues of validity and reliability, and the limitations faced in this research are discussed. The research is the form of descriptive design. Both qualitative and quantitative approach was used in this study.

3.2 Sampling Area:

My sampling area is Rupali bank of the Chehelgazi Branch and HSTU Branch, Dinajpur.

3.3 Sample Size and Sampling Method:

There are 20 respondents. Convenience sampling method has been performed for selecting samples.

3.4 Sources of Data:

The data used to furnish this report have been collected from the primary sources and secondary sources. Among primary and secondary sources most of the data have been collected from the secondary sources.

Primary Sources:

- Conducted survey through questionnaire.
- Practical desk work
- Direct observations

Secondary Sources:

- Annual report of The Rupali Bank Limited.
- Various publications on Bank,
- Bank websites,
- Prospectus of Rupali Bank Limited.

3.5 Methods of Data Collection: The primary data for this study were collected through self-administrated questionnaire prepared by researcher. The questionnaire includes both open ended and close ended question. 4 point likert scale (where, 1=Dissatisfied; 2=Neutral; 3= Satisfied; 4= Strongly Satisfied) were used in this study. Besides this secondary data were also used.

3.6 Data Analysis Technique

Microsoft office package like Microsoft word, Microsoft Excel, Graphical technique (such as pie chart, bar chart, percentage, etc.) have been used for summarizing and illustrating the collected data systematically.

3.7 Limitations of the study

There were certain limitations while conducting the study. These are summarized below:

- The main constraint of the study was of time as the duration of the program was of 90 days only.
- Insufficient supply of relevant books and journals.
- As the officers are very busy with their daily work, they could provide very little time.
- There were some restrictions to have access to the information confidential by concern authority so it was less possible to get into that part for internship report writing purpose.
- Lack of my experience and efficiency to prepare the standard report.

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Job Satisfaction

Job satisfaction refers to a person's feeling of satisfied on the job, which acts as a motivation to work. It is not the self-satisfied, happiness or self-contentment but the satisfied on the job. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal; the end-state is feeling accompanying the attainment by an impulse of its objectives. Research Employees differently described the factors contributing to job satisfaction and job dissatisfaction.

4.2 Effects of job satisfaction

Job satisfaction has a variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity, absenteeism, and turnover.



Figure: Factors affecting Job Satisfaction

4.3 Introduction

In below, I targeted my sample size as 20. Collected data is analyzed using Microsoft Excel, 2010. The findings part requires 6 questions, each question has 3/4 options and those question answers with graphical presentation. The data of each question were used for analyzing the level of job satisfaction of employees of Rupali Bank Limited at Chehelgazi Branch and HSTU Branch. Level of job satisfaction measured through strongly satisfied to strongly dissatisfy with percentage. The findings from each of the questions are given below with analysis:

4.4 Are you satisfied with your Monthly Salary?

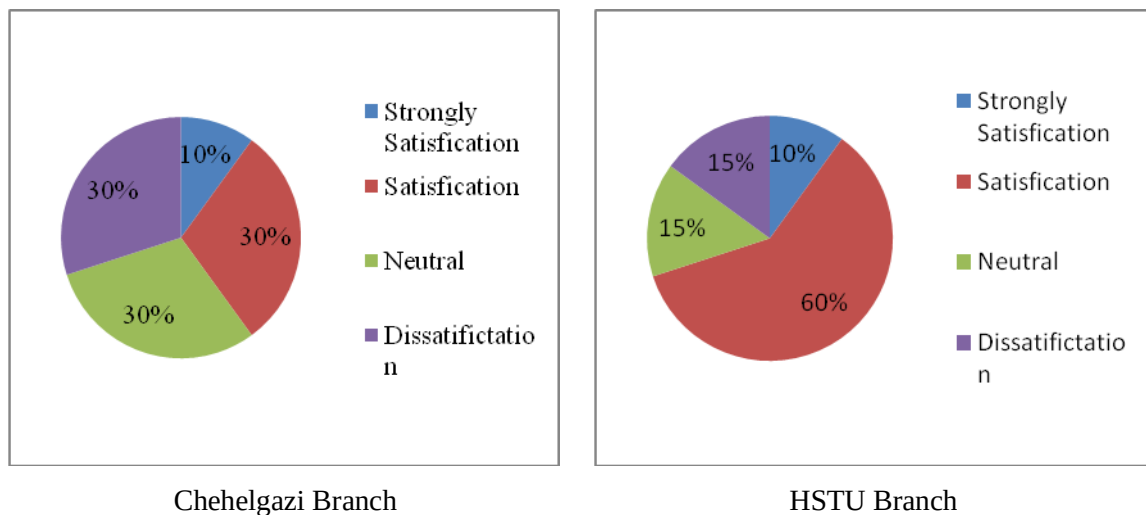


Figure 4.1Are you satisfied with your Monthly Salary?

Source: From survey of data

For this question 4 options in each question given to the employees from the stage of strongly satisfied to dissatisfied including neutral to choose their desired answer. Among 20 employees, 30% were satisfied, 30% were neutral and 10% were strongly satisfied with their opinion. Some employees of Rupali Bank Limited. At Chehelgazi Branch are satisfied with their satisfied in regular activities. 30% are dissatisfied due some factors. In HSTU branch 60% employee are satisfied, 10% are strongly satisfied, 15% are neutral and 15% are dissatisfied.

4.5 Are you satisfied with your regular assigned activities?

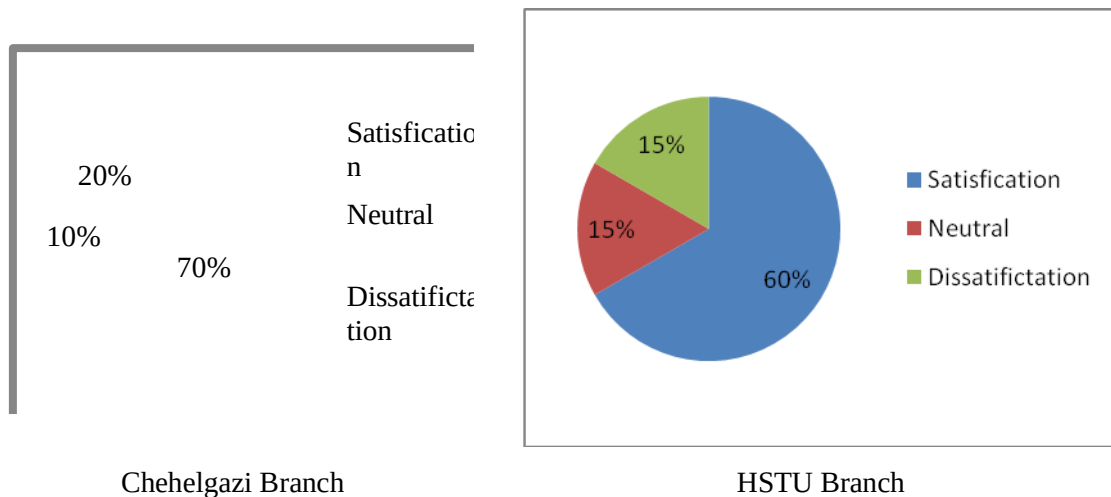


Figure 4.2Are you satisfied with your regular assigned activities?

Source: From survey of data

For this question 3 options in each question given to the employees from the stage of strongly satisfied to dissatisfied including neutral to choose their desired answer. Among 20employees, 70% were satisfied, 10% were neutral with their opinion. Some employees of Rupali Bank Limited at Chehelgazi Branch are satisfied with their satisfied in regular activities. 20% are dissatisfied due some factors.In HSTU branch 60% employee are satisfied, 15% are neutral and 15% are dissatisfied.

4.6 Are you satisfied with other benefits offered by the organization?

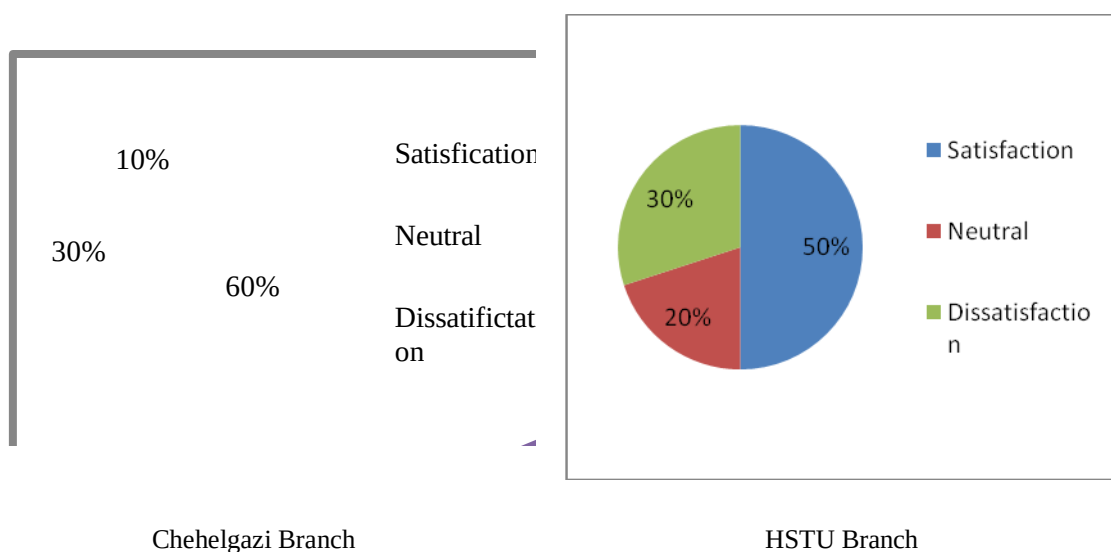


Figure 4.3Are you satisfied with other benefits offered by the organization?

Source: From survey of data

Almost 60% employees of Rupali Bank Limited, Chehelgazi Branch are satisfied with this opinion But 10% employees of Rupali Bank Limited. Are thisdissatisfied and 30% are neutral.In HSTU branch 60% employee are satisfied, 20% are neutral and 20% are dissatisfied.

4.7Are you satisfied with work environment?

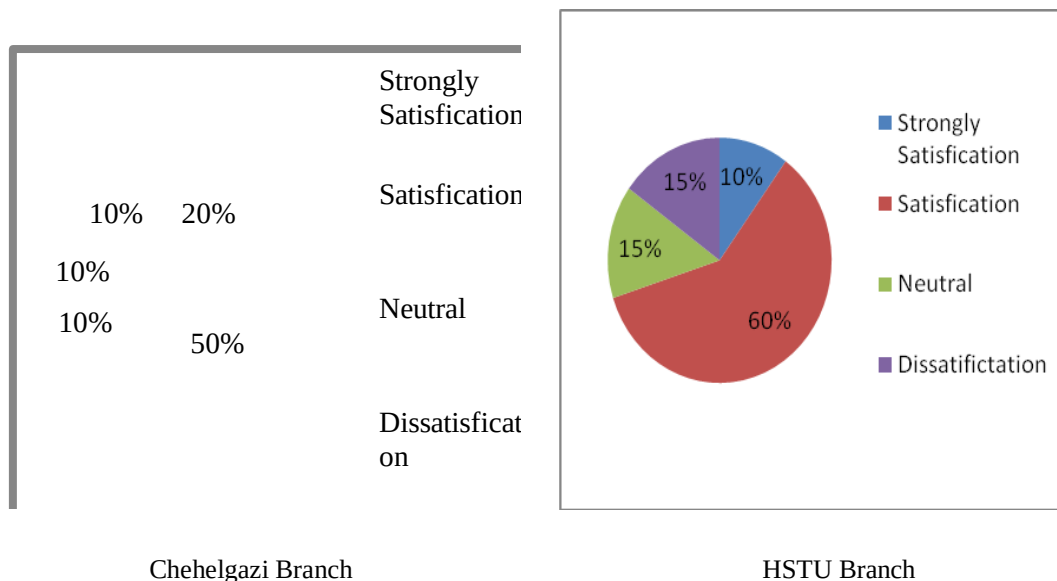


Figure 4.4Are you satisfied with work environment?

Source: From survey of data

Among 20 employees, 20% employees were strongly satisfied whereas 50% satisfied and 10% employees were neutral and 10% are dissatisfied and strongly dissatisfied 10%.In HSTU branch 60% employee are satisfied, 10% are strongly satisfied, 15% are neutral and 15% are dissatisfied.

4.8 Do you receive appropriate recognition for your contributions?

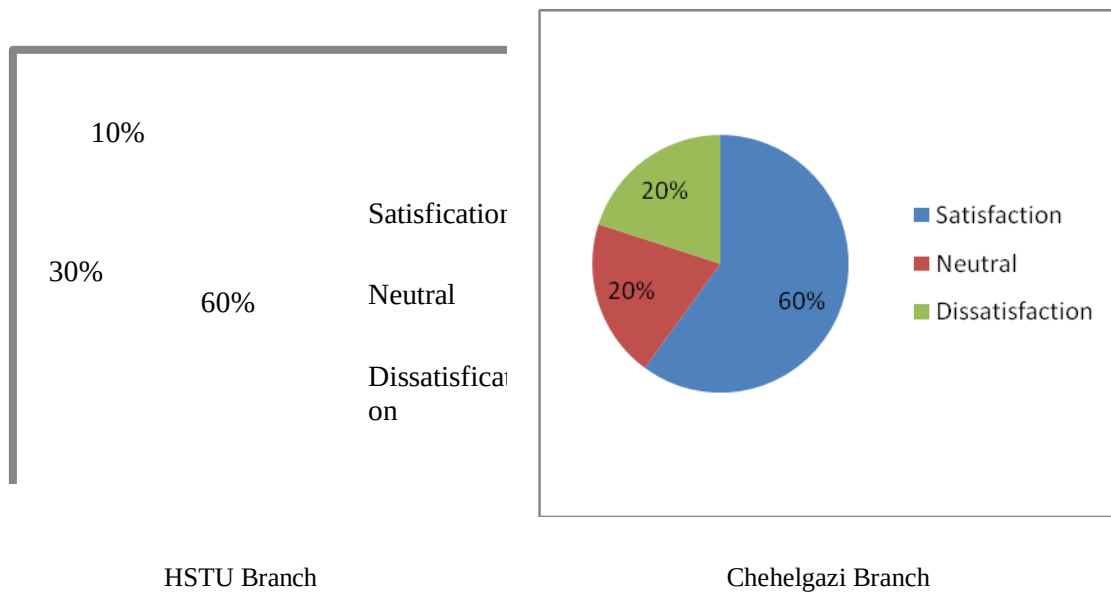


Figure 4.5 Do you receive appropriate recognition for your contributions?

Source: From survey of data

In case of this question most of the employees which is about 30% were neutral and 60% were satisfied and 10% of the employees are dissatisfied. In HSTU branch 60% employee are satisfied, 20% are neutral and 20% are dissatisfied.

4.9 Are you satisfied with the overall job security?

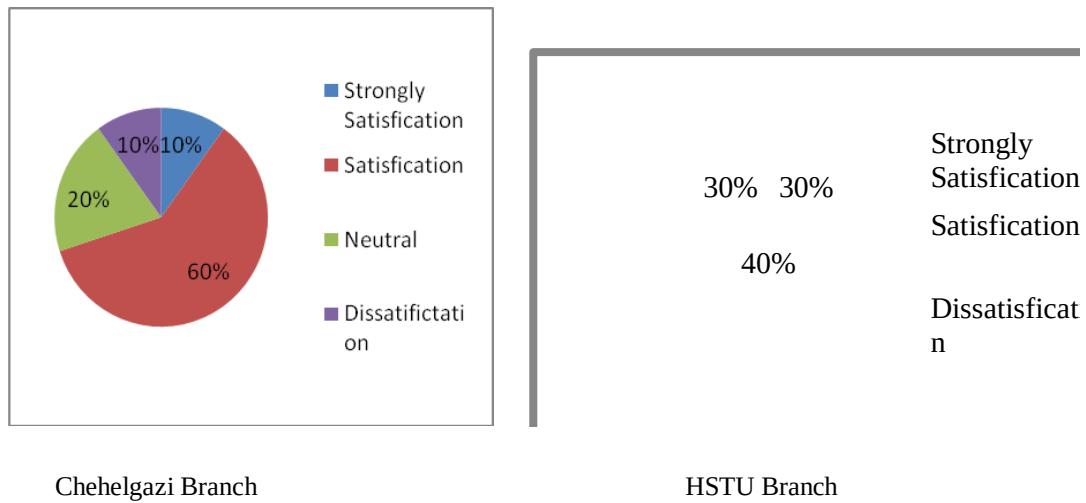


Figure 4.6Are you satisfied with the overall job security?

Source: From survey of data

Among 10 employees of Rupali Bank Limited Chehelgazi Branch only 30% were strongly satisfied for receiving appropriate recognition for their contributions whereas about 40% were satisfied with this fact, 30% employee are dissatisfied. In HSTU branch 60% employee are satisfied, 10% are strongly satisfied, 20% are neutral and 10% are dissatisfied.

4.10 Findings of the Study

Question	Comment	
	Chehelgazi	HSTU
Are you satisfied with your monthly salary	Neutral	Satisfaction
Are you satisfied with your regular assigned activities?	Satisfaction	Neutral
Are you satisfied with other benefits offered by the organization?	Satisfaction	Satisfaction
Are you satisfied with your working environment?	Satisfaction	Satisfaction
Do you receive appropriate recognition for your contributions?	Satisfaction	Neutral
Are you satisfied with the overall job security?	Satisfaction	Neutral

CHAPTER 5

FINDINGS AND SUGGESTIONS

5.1 Findings

The study finds that every employee wants to see his or her place in good condition. But the good condition of his or her largely depends on his or her harmonious relation with the bank. So, it can be suggested that the bank's policies should be made to give equal opportunities for all staffs. It is realized that financial security from the job really motivates the staff to be more professional and dedicated to their service. With the practical exposure in Rupali Bank Limited for just 90 days, with little experience in the bank in comparison with vast and complex banking system; it is not so easy to recommend some suggestion to enhance the performance level of the organization.

5.2 Suggestions

- (i) Salary is the primary and most important factor for satisfaction. It should be high enough to maintain the living standard of employees. The authority should consider that salary structure and benefits should be reasonable and comparable with that of other banks and /or other similar institutions.
- (ii) All the superiors at each level should be cordial and friendly to their subordinates.
- (iii) Rupali Bank Limited should ensure the overall job security to the employee by a contract sign.
- (iv) Rupali Bank Limited should give more attention to personal accomplishment and recognition of the employee to increase the level of job satisfaction.
- (v) Rupali Bank Limited can give attention to the office decoration so that employee can stay with comfort and relax to work there as a place.
- (vi) Managers should concern about the facility and demand of junior level of employees rather than selective officers by removing biasness.

- (vii) Management assures their employees that they have rights to take their decisions related their work areas independently and can choose their own method of working.
- (viii) The scope of promotion should be increased otherwise turnover rate will be increased.
- (ix) Supervisor should provide a clear feedback to all.
- (x) The bank should have a transparent standing policy for promotion of employees so that an officer not getting promotion can clearly understand the causes behind it and may devote him to be fit for promotion. So that they can improve their working standard with a competitive attitude to make themselves fit for the future promotion.

CHAPTER 6

CONCLUSIONS, POLICY IMPLICATIONS AND FUTURE WORK

6.1. Conclusion

After the analysis of statistical data and findings arrived, it can be concluded that employees of the Rupali Bank Limited in nurture differential level of satisfaction across organizational variables, such as, salary/ compensation, training and development, the nature of job, work life balance, colleagues relationship, job security, chain of communication or relationships, decision-making, welfare measures, rewards and recognition, attitude of superiors, roles of the employees, working conditions, team work promotion policies etc. On the face of statistical findings, difference in percentage between satisfied and dissatisfied suggests that factors of salary, inter-personal relationship, and communication, attitude of superiors, working conditions and team work are more significant in determining job satisfaction of employees of the Rupali Bank Limited. It can be pointed out that improvement in organizational variables, most particularly, in performance appraisal system, promotional strategies, position status and related rewards etc. may enhance job satisfaction and morale of employees in Rupali Bank Limited. It is found in this study that job is inevitable part of the staffs. Despite differences in their works and support, they are satisfied in their job.

6.2 Policy Implications

Rupali Bank Ltd. is strongly positioned in the banking sector of Bangladesh. The employees of Rupali Bank Limited have been working tremendously for achieving its goals and vision. The core values of the bank can make it to stand on the expectations along with raising the assets more in future through ethical banking and its implementing. The present research work will serve as a guideline to the public sector banks to look up the employee job satisfaction and make superior allocation for improving efficiency for the coming time. At the end this for policy maker, decision makers and management to improve the other public sector banks. These results could provide insights to bank managers and regulators for improving the banking system and optimizing policy-making processes. For a better policy implication, it is suggested at the national level to provide more improvement in the technological advancement, equity market as well as having more collaboration with major developed stock exchange in order to encourage

sound and developed stock market environment, which at the end of the day, could create the complementary between the three parties namely banks, investors and economic growth.

6.3 Future Work

There are very few researches done about this topic – “Employee job satisfaction towards banking sector (A study on Dinajpur city)” in Bangladesh. So, it can be latest and worthy topics for research and thesis paper. Research is always a cumulative endeavor. The present study is an initial probe. It is therefore necessary to recognize that further research is required to improve the employee job satisfactions of banking sector in Bangladesh.

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Reports:

- Annual Reports of Rupali Bank Limited 2017, 2018,2019,2020.
- Rupali Bank Prospectus.
- Auditors' Report and Financial Statements of Rupali Bank Limited & its Subsidiaries as at and for the year ended 31 December 2018,2019.
- Learning from internship period

Web References:

- www.bcb.bd.com
- www.wikipedia.org.

QUESTIONNAIRE

Questionnaire on Employee job satisfaction of Rupali Bank Limited, Chehelgazi & HSTU Branch Dinajpur

Dear Respondent

I am Md. Sohel Rana student of MBA in Accounting and Information Systems, Department of Accounting in Hajee Mohammad Danesh Science and Technology University, Dinajpur-5200. I am carrying out an internship report on "Employee Job Satisfied in the context of Rupali Bank Limited"(A case study of Chehelgazi & HSTU Branch, Dinajpur). Which is part of my MBA program. I would be happy if you could help me answer the following questions. Your kind cooperation will be highly appreciated.

Personal information

1. Name:.....Mobile No.:

Please taken the answer and fill in the blank which is necessary

2. Age: ☐ 21 to 25 ☐ 26 to 35 ☐ 36 to 45 ☐ 46 above

3. Gender: ☐ Male ☐ Female

4. Designation: ☐ Senior Principal officer ☐ Principal officer
☐ Senior officer ☐ Officer ☐ Junior Officer
☐ Trainee Assistant Officer

5. Marital Status: ☐ Single ☐ Married

6. Years of Working: ☐ Less than 2 years ☐ 2 to 5 years
☐ 6 to 10 years ☐ More than 10 years

Please tick (✓) your opinion about the following statements range from strongly dissatisfied to strongly satisfied

Sl. No.	Statements	Dissatisfied	Neutral	Satisfied	Strongly Satisfied
1.	Are you satisfied with your monthly salary				
2.	Are you satisfied with your regular assigned activities?				
3.	Are you satisfied with other benefits offered by the organization?				
4.	Are you satisfied with your working environment?				
5.	Do you receive appropriate recognition for your contributions?				
6.	Are you satisfied with the overall job security?				