

**An Internship Report**  
**On**  
**AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK**  
**LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA**

**By:**  
**Shwapan Kumar Roy**  
**Registration no-10-03905**

**An Internship Report**  
**Submitted to the Faculty of Agribusiness Management,**  
**Sher-e-Bangla Agricultural University, Dhaka-1207.**  
**In Partial Fulfilment of the Requirements for the Degree of**  
**Master of Business Administration**  
**In**  
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**SEMESTER: JAN-JUN, 2016**

**Approved by:**

---

**Abu Zafar Ahmed**  
**Assistant Professor**  
**Dept. of Management & Finance**  
**Faculty of Agribusiness Management**  
**Sher-e-Bangla Agricultural University**  
**Dhaka-1207**



Dedicated to My  
Beloved Parents



**FACULTY OF AGRIBUSINESS MANAGEMENT**  
**Sher-e-Bangla Agricultural University**  
**Sher-e-Bangla Nagar, Dhaka-1207**

**SUPERVISOR'S CERTIFICATE**

This is to certify that the internship report entitled “ **AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA**” submitted to the Faculty of Agribusiness Management, Sher-e-Bangla Agricultural University, Dhaka, in partial fulfillment of the requirements for the degree of **MASTER OF BUSINESS ADMINISTRATION (MBA) in AGRIBUSINESS**, embodies the results of a piece of bona fide internship carried out by **Shwapan Kumar Roy**, Registration No. **10-03905** under my supervision and guidance. No part of this report has been submitted for any other degree or diploma.

I further certify that such help or source of information as has been availed of during the course of this investigation has duly been acknowledged.

Dated:18.5.2017

Dhaka, Bangladesh

**Abu Zafar Ahmed**

**Assistant Professor**

**Dept. of Management & Finance**

Faculty of Agribusiness Management

Sher-e-Bangla Agricultural University

Dhaka-1207

Date..... 2017

Abu Zafar Ahmed  
Assistant Professor  
Dept. of Management & Finance  
Sher-e-Bangla Agricultural University

**Subject: Submission of Internship Report on “AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA”.**

**Dear Madam,**

With due respect & honor, I am submitting my Internship Report on “AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA” as a part of my Bachelor of Business Administration in Agribusiness. The report contained about overall Job satisfaction level amongst the employee of Agrani Bank.

Banks are an important building block of our financial system, so the performance of Agrani Banks plays a dominant role in improving the countries overall Banking service. The aim of this study is to analyse the factor that impact Job satisfaction as well as its banking service.

Besides, it was a great opportunity for me to acquire practical knowledge of banking system of a prominent bank like the Agrani Bank Limited which explore the world of advanced banking in Bangladesh.

I have concentrated my best effort to achieve the objectives of the report and hope that my attempt will assist the purpose.

I accept as true that the knowledge and experience I have get together during my report preparation will enormously help me in my professional life. I will be grateful if you kind-hearted approve this exertion.

Express thanks

Sincerely yours

-----

Shwapan Kumar Roy  
Registration no-10-03905  
Faculty of Agribusiness Management  
Sher-e-Bangla Agricultural University

## **DECLARATION OF AUTHENTICITY**

Shwapan Kumar Roy, Student of MBA (Agribusiness) of Sher-e-Bangla Agricultural University, do hereby that the internship report on **“AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA”** Which core discussion issue is Job satisfaction level amongst the employee of Agrani Bank Limited. This is my original work and has not been submitted by me before any degree. It is encourage under the supervision of **“Abu Zafar Ahmed”** Assistant Professor, Dept. of Management & Finance, Faculty of Agribusiness Management, Sher-e-Bangla Agricultural University.

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Shwapan Kumar Roy

Registration no-10-03905

Faculty of Agribusiness Management

Sher-e-Bangla Agricultural University

## **ACKNOWLEDGEMENT**

At the outset, I present my due regards to almighty Allah, who provided me the brilliant opportunity to build & complete this Internship Report on **“AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA”**.

I am deeply grateful to my supervisor “Abu Zafar Ahmed” Assistant Professor , Dept. of Management & Finance, Sher-e-Bangla Agricultural University, for his whole-hearted supervision during my organizational attachment period. His suggestions and comments were really a great source of spirit to make the report a good one.

My special gratitude goes to Shamol Kanti Das , Assistant General Manager (AGM). I am also undoubtedly grateful for their suggestions, direction and cooperation. Additionally, I am also grateful to all other employee of Shewrapara Branch, Mohammad Eliash Ali, Harunur Rashid for giving their advice to complete my report. I am deeply indebted to all officers and senior officers of Agrani Bank Ltd., Shewrapara Branch for their friendly and sincere cooperation during my Organizational attachment period.

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I also deeply obligated to my beloved mother, father & younger brother for their sacrifice, patience & continuous encouragement in innumerable aspects which made it possible to complete the degree in a peaceful state of mind.

May, 2017

Shwapan Kumar Roy

## ABSTRACT

In Internship Program course, students have to prepare an Internship Report at the end of the semester. The report is prepared on “AN ANALYSIS OF JOB SATISFACTION OF EMPLOYEES AT AGRANI BANK LIMITED: A STUDY ON SHEWRAPARA BRANCH, DHAKA”. Employees of the bank are alleged to be talented and pre-emptive rather than responsive to stand for sense of duty and responsibilities to accomplish not merely personal goals but similarly intended for intact economic system. To appreciate the vital prominence of employee in the Bank is to be aware of that the human aspect and the Bank are identical. A well-supervised Bank usually perceives a typical employee by means of the basis origin of eminence and productivity expansions. A Bank is effectual to the level to which it attains its goals. The effective Bank has to ensure that there is an essence of collaboration and thought of dedication and satisfaction among their employees. Satisfaction level of the employees exploiting as per a team up is precise significant for the reason that it straightaway impacts their performance on the job. Job satisfaction is stage of caring the job and impression of achievement. Agrani Bank Limited is a govt. owned up bank with several branches spreading out all over Bangladesh. Agrani Bank Limited welcomes all to explore the world of progressive banking in Bangladesh. It is a state owned commercial bank and it was endured by way of a new concept of persistent banking service serving the developing and differentiated financial needs of premeditated economic development of the country. At this moment, it is acknowledged as one of the prominent bank of the country. The purpose of this study is to explore the factors affecting job satisfaction amongst the employee as well as its impact on Banking of Agrani Bank: Shewrapara Branch. The study anticipates six factors Financial benefits, compensation & Rewards, Co-workers & working condition, Career Development & Job enrichment, Leadership, Recognition accompanying with Job Satisfaction Level. This study also points out that these factors have a strong and positive consequence on job satisfaction amongst the employee of Agrani Bank: Shewrapara Branch. For the research perseverance, one questionnaire on 5-point likert scale was constructed to collect data from 50 respondents by using convenience sampling method. Descriptive statistics, Linear regression, correlation was used for analysing the data and results discussion. Also confident socio-demographic profiles have been studied and certain relation has been developed. Thus, this research has provided valuable knowledge and information to Agrani Bank Limited to enhance job satisfaction amongst the employee as well as its impact on banking which will lead to better banking growth & success in future. Some problems

were found from the study & some recommendations were catered for future use to any researcher in this hypothetical arena.



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## ACRONYMS

A/C	Account
ATM	Automated Teller Machine
AVP	Assistant Vice President
BB	Bangladesh Bank
CC	Cash Credit
CEO	Chief Executive Officer
CBS	Core banking system
CSR	Corporate Social Responsibility
DD	Demand Draft
EVP	Executive Vice President
FDD	Foreign Demand Draft
FDR	Fixed Deposit
GB	General Banking
ICAB	Institute of Chartered Accountants of Bangladesh
ICMAB	Institute of Cost and Management Accountants of Bangladesh
AB	Agrani Bank
ABL	Agrani Bank Limited
MT	Mail Transfer
OBC	Outward Bill Collection
POS	Point of Sales
SOD	Secured Overdraft
STD	Short Term Deposit
SVP	Senior Vice President
SME	Small and Medium Enterprise
SAFA	South Asian Federation of Accountants
TIN	Tax Identification Number
TT	Telegraphic Transfer
VP	Vice President

# CHAPTER 1

## INTRODUCTION

### 1.1 Introduction

Employees are the fundamental impulsive personnel of any organization who commits eternal exertion to put a company's decisions into action with a view to accomplish the goals of the organization. Employees, for that reason, are reckoned as an incomparable essential resource of organization. Employees have attitudes or points of view in relation to numerous aspects of their jobs, their careers and their organization. But commencing the perspective of research and put into practice, the most essential employee attitude is job satisfaction.

Job satisfaction is the assortment of tasks and responsibilities on a regular basis ascribed to one person, while a job is a set of positions, which calls for fundamentally the same duties, responsibility, skill and knowledge. Job satisfaction has some relation with the psychological health of the people. It disseminates the goodwill of the organization. Job satisfaction subjugates absenteeism, labor turnover and fortuities. Job satisfaction enhances employee's self-confidence, efficiency, productivity, etc. Job satisfaction creates forward-looking ideas amongst the employees. Individuals may perhaps turn out to be more trustworthy towards the organization. Employees will be more pleased if they obtain what they expected; job satisfaction pertains to inner way of thinking of Employees. Unsurprisingly it is the satisfied employees who depict the utmost effectiveness and efficiency in his work.

According to Wright and Davis (2003), job satisfaction positively effect on the ability, effort and capability of the employees however, if employees not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Zeffane et al., 2008).Job satisfaction is an aspect that would persuade the employee to work in the long term position. Internship program is an ideal mix up of the theoretical and practical knowledge. This report is originated to accomplish the obligation of the ascribe assignment internship report on “An analysis of Job Satisfaction of employees at Agrani Bank Limited: A study on shewrapara branch, Dhaka” has been delegated to me by the university supervisor **Assistant Professor Abu Zafar Ahmed**.

Job satisfaction acts as a substantial role in ameliorating the financial status of organizations. At the present time competition is extremely high. As a result, every organization has to compete with other organization. In today's competitive business world, satisfied employees are treated as the indispensable human capital. Nevertheless it is incredibly straightforward

to calculate the financial performance of a firm by using diverse financial tools and techniques, but it is especially complicated to decide whether the organization performing the exact thing for its employees to remain satisfied in their workplace.

During the last few decades banking sector of Bangladesh plays a dominant role in the financial service industry. At present, there are Six (6) are Nationalized Commercial Banks (NCBs), eleven (11) are Specialized Banks (SBs), eight (8) private Islamic Commercial Banks, thirty two (32) are Private Commercial Banks (PCBs) and nine (9) are Foreign Commercial Banks (FCBs) in Bangladesh.

For the accomplishment of banking sector of Bangladesh it is substantive to deal with human resource effectively and to uncover whether its employees are satisfied or not. Proficient human resource management and exerting higher job satisfaction level in banks resolve not only the performance of the bank but as well impinge on the development and performance of the entire economic system of the country.

Job satisfaction is exceptionally significant for the reason that most of the people spend a foremost section of their life at working place. Furthermore, job satisfaction has its impact on the general life of the employees as well, because a satisfied employee is a pleased and happy human being. This proposed Internship report to an analysis of Job Satisfaction of employees at Agrani Bank Limited: A study on shewrapara branch, Dhaka .

## **1.2 Statement of Problem**

In today's interchanging world, the business atmosphere is varying hastily. In the era of information and technology, we have ascertained change has took place in every phase of our life commencing personal to business, government to private, national to international, subsequently the nature of people and their anticipation from the profession is also changing. When assessment our jobs which are especially significant to us together thinking and outlook are mixed up. When employees experience dissatisfied with the way their jobs are being appraised, after that it will impinge on their attitude towards that job and performance. It is dreadfully vital to be aware of the outcomes of job satisfaction. It is supposed that "Satisfied employees are productive." I have find diverse human resources and behavioral issues which I believe play a momentous task in their job satisfaction and confidence, that is,



the exertion itself is over and over again overlooked by practitioners when coming up to job satisfaction.

### 1.3 Objective

A Bank will not work without the involvement of the employees at the same time as the employees possibly will show the way the Bank to a superior position in the exceedingly competitor market in this day and age. Therefore, it is rational to give explanation why employees are considered as one of the important possessions to a Bank. In appropriating the above phenomena, the subsequent objectives were particularly developed:

- 1) To identify the socio-demographic profiles of the employees of Agrani Bank.
- 2) To assess the foremost factors responsible for persuading the level of job satisfaction among bank employees.
- 3) To identify the problems and suggest some policy measures for improving the satisfaction level of the employees along with the banking system.

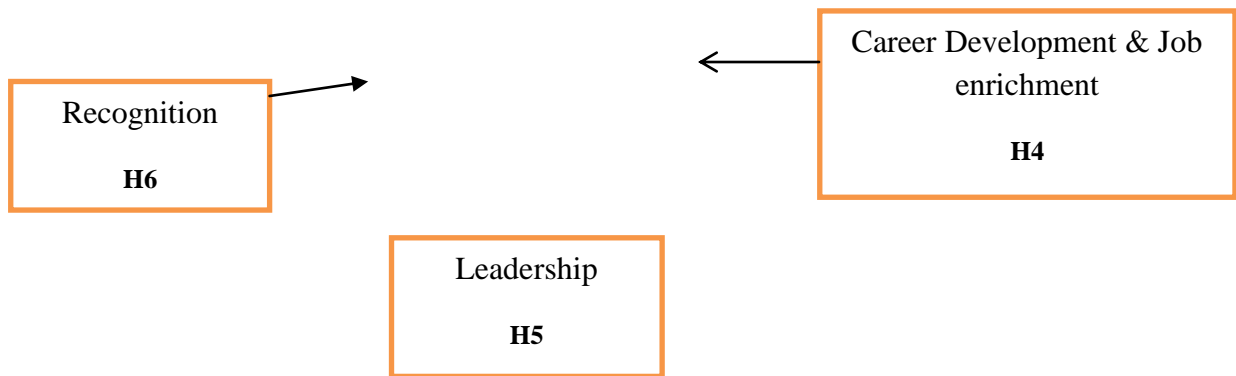
### 1.4 Research hypotheses

To accomplish the objectives of the study, the following hypotheses are developed:

- ❖ H1: Financial benefits influence employees significantly to achieve job satisfaction.
- ❖ H2: Compensation and Rewards determines employees appreciably to get job satisfaction.
- ❖ H3: Co-workers & Working condition forcing of employees to accomplish job satisfaction.
- ❖ H4: Career Development & Job enrichment helps to gain job satisfaction of an individual.
- ❖ H5: Leadership act upon employees considerably to accomplish job satisfaction.
- ❖ H6: Recognition leads employees significantly to attain job satisfaction.

### 1.5 Proposed Theoretical Framework and Hypothesis Proposition





**Figure 1.1 Proposed Research Model**

### **1.6 Rationale of the study**

Financial institutions are dreadfully to a great extent indispensable for the overall progress of a country. Particularly Banks play a significant role in the sphere of promotion of capital, support of entrepreneurship, creation of employment opportunities etc. Agrani Bank Limited : Shewrapara Branch plays a vital responsibility in the banking sector over and above in our economy. In view of the fact that employees are so fundamental to an organization, it is essential to understand how the satisfaction of the employees can have an effect on their job performance which is straightforwardly connected to organization performance. In spite of a good number of people working in this Bank, there is not enough substantial work has so far been conducted on socio economic background, job satisfaction etc. of the employees of this Bank. This study may possibly be a supportive source for the management of Agrani Bank Limited as well as the banking industry to attract, keep hold of and encourage their proficient employees throughout taking into account these variables as key determinants of job satisfaction. The outcome of the study will furthermore increase the subsisting consistence of knowledge on the subject of motivation and productivity in the banking sector.

### **1.7 Scope of the study**

Agrani Bank Limited is the second largest commercial Bank in Bangladesh. Agrani Bank Limited operates through 898 branches including 4 overseas branches at United Arab Emirates. It is linked with 1221 foreign correspondents all over the world. I was assigned to learn practical knowledge from Shewrapara Branch, Dhaka. This study is helpful to identify the employee's level of satisfaction upon that job, arena of dissatisfaction of job of the

employees, field of satisfaction towards welfare measure, assists to formulate a managerial decision to this Bank. Besides this report is in addition covered history, mission, vision, values, business philosophy, long term strategy, business areas, organizational structure etc. of Agrani Bank Limited.

### **1.8 About Agrani Bank Limited**

Agrani Bank Limited has already made significant progress. The bank has been graded as a top class bank in the country through internationally accepted camel rating. The bank has already occupied an enviable position among its competitors after achieving success in all areas of business operation. Agrani Bank Limited will promote broad-based participation in the Bangladesh economy through the provision of high quality banking services Agrani Bank Limited will do this by increasing access to economic opportunities for all individuals and business in Bangladesh with a special focus on currently under-served enterprises and households across the rural – urban spectrum. It believes that the pursuit of profit and developmental goals is mutually reinforcing. Increasing the ability of underserved individuals and enterprises to build their asset base and access market opportunities will increase the economic wellbeing for all Bangladeshis at the same time, this will contribute significantly to the profitability of the Bank. Agrani Bank Limited intends to set standards as the Market leader in Bangladesh. It will demonstrate that a locally owned institution can provide efficient, friendly and Modern full- service banking on a profitable basis. It will produce earnings and pay out dividends that can support the Janata activities of the Agrani Bank Limited's major shareholder. Development and poverty alleviation on a countrywide basis needs mass production, mass consumption and mass financing. Bank goal is to provide mass financing to enable mass production and mass consumption, and thereby contribute to the development of Bangladesh. Agrani Bank Limited has been striving to provide “best-in-the-class” services to its diverse range of customers spread across the country under its many branches all over the country both in rural and urban area. Agrani Bank Limited is currently looking for ambitious, goal oriented, enthusiastic, individuals for various business operations

### **1.9 History of the Bank**

Agrani Bank Limited, one of the state owned commercial banks in Bangladesh, has an authorized capital of BDT. 20000.00 million (Approx. US\$ 250 million), paid up capital of

Tk. 19140.00 million, reserve of Tk.17976.20 million. The Bank has a total asset of Tk. 586082.98 million as on 31<sup>st</sup> December 2013. Immediately after the emergence of Bangladesh in 1971, the erstwhile United Bank Limited and Union Bank Limited were merged and renamed as Agrani Bank. On 15th November, 2007 the bank has been corporatised and renamed as Agrani Bank Limited. Agrani Bank Limited currently operates through **905** branches including 4 overseas branches in United Arab Emirates. It is linked with 1239 foreign correspondents all over the world. It is linked with 1239 foreign correspondents all over the world. The Bank employs more than 14(Fourteen) thousand persons. The mission of the bank is to actively participate in the socio- economic development of the nation by operating a commercially sound banking organization, providing credit to viable borrowers, efficiently delivered and competitively priced, simultaneously protecting depositors funds and providing a satisfactory return on equity to the owners .The Board of Directors is composed of 13 (Thirteen) members headed by a Chairman. The Directors are representatives from both public and private sectors. The Bank is headed by the Chief Executive Officer & Managing Director, who is a reputed banker. The corporate head office of the Bank is located in the capital city Dhaka with 10 (ten) Divisions comprising of 44 Departments.

### **1.10 Vision of Agrani Bank Limited**

Agrani Bank Limited will be a unique organization in Bangladesh. It will be a knowledge-based organization where the Agrani Bank Limited professionals will learn continuously from their customers and colleagues worldwide to add value. They will work as a team, stretch themselves, innovate and break barriers to serve customers and create customer loyalty through a value chain of responsive and professional service delivery. Continuous improvement, problem solution, excellence in service, business prudence, efficiency and adding value will be the operative words of the organization. Agrani Bank Limited will serve its customers with respect and will work very hard to install a strong customer service culture throughout the bank. It will treat its employees with dignity and will build a company of highly qualified professionals who have integrity and believe in the Bank's vision and who are committed to its success. Agrani Bank Limited will be a socially responsible institution that will not lend to businesses that have a detrimental impact on the environment and people.

### **1.11 Mission of Agrani Bank Limited**

Agrani Bank Limited will adhere to highly professional and ethical business principles and internationally acceptable banking and accounting standards. Every Agrani Bank Limited professional will need first of all a commitment to excellence in all that he/she does, a keen desire for success, a determination to excel and a drive to be the best. They will individually and jointly learn continuously from customers and professional colleagues around the globe to improve the way they do business so that they are the best. They will walk that extra mile with enthusiasm and empathy to serve our customers and to solve problems together so that their customers succeed in their business and remain loyal to the Bank. They will set up goals for ourselves and then exceed the goals that we set up. They shall not accept failure.

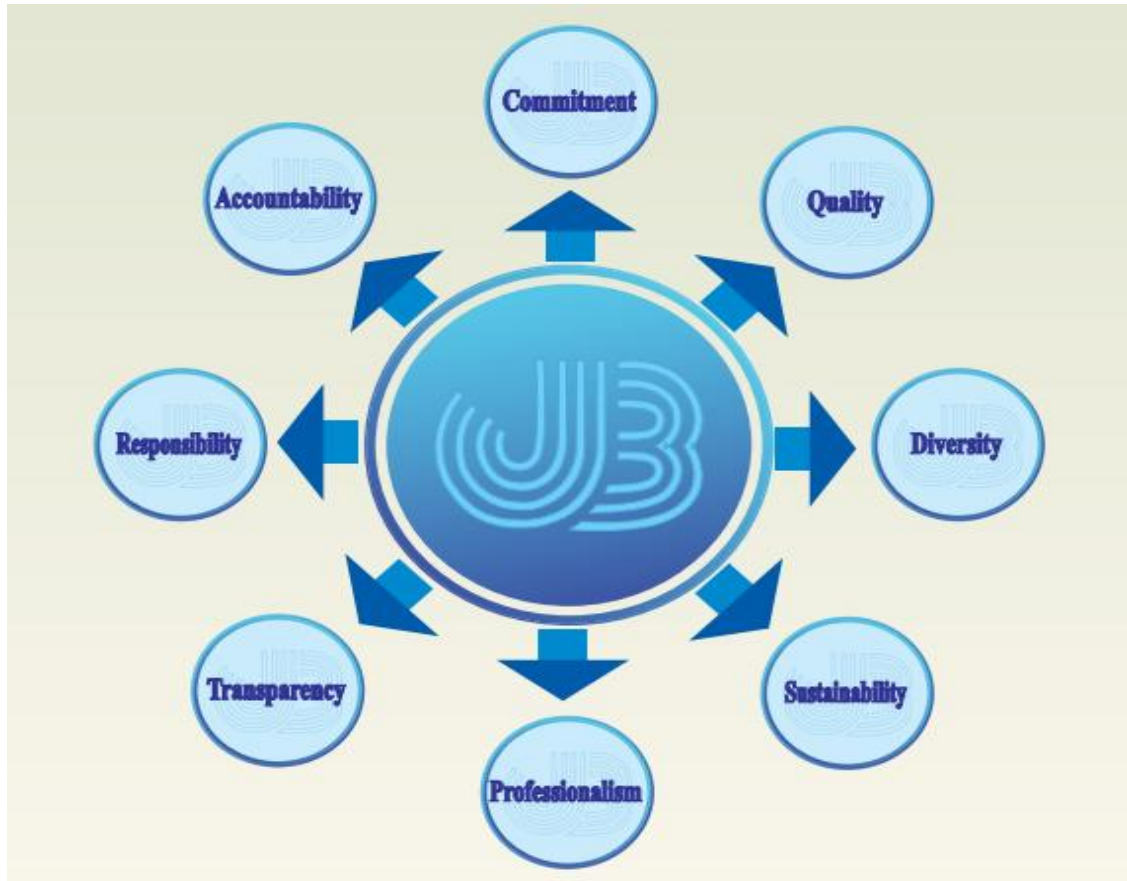
### **1.12 Objectives of Agrani Bank Limited**

Agrani Bank Limited will be the absolute market leader in the number of loans given to small and medium sized enterprises throughout Bangladesh. It will be a world – class organization in terms of service quality and establishing relationships that help its customers to develop and grow successfully

### **1.13 Values of Agrani Bank Limited**

Agrani Bank Limited. Holds the following values and will be guided by them as they do their jobs.

- Creating an honest, open and enabling environment.
- Have a strong customer focus and relationships based on integrity, superior service and mutual benefit.
- Strive for profit & sound growth.
- Work as a team to serve the best interest of their owners.
- Relentless in pursuit of business innovation and improvement.
- Value and respect people and make decisions based on merit.
- Base recognition and reward on performance.
- Responsible, trustworthy and law-abiding in all that they do.



**Source: Annual Report of Agrani Bank**

**Figure: 1.2 Values of Agrani Bank Limited**

#### **1.14 Business philosophy of Agrani Bank Limited.**

Agrani Bank Limited, a full service commercial bank with Local and International Institutional shareholding, is primarily driven by creating opportunities and pursuing market niches not traditionally met by conventional banks. Today Agrani Bank Limited is one of the fastest growing banks in the country to support the planned growth of its distribution, network and for its various business segments .The reason Agrani Bank Limited is in business is to build a profitable and socially responsible financial institution focused on markets and businesses with growth potential, thereby assisting Janata and stakeholders build a “just, enlightened, healthy, democratic and poverty free Bangladesh”. Which mean to help

make communities and economy of the country stronger and to help people achieve their dreams . They fulfill the purpose by reaching for high standards in everything we do. For their customers, their shareholders, their associates and their communities upon, which the future prosperity of their company rests

### **1.15 Their long term strategy**

Summed up in a single sentence, their long-term strategy is to go where the market is. The SME market in Bangladesh is large. The report produced by the Shore Bank team, (Ronald Grzywinsky, Mary Houghton and Lynn Pikhholz) and the independent consultant, Kaiser Zaman, indicates that the market size would be over hundreds of billions of takes. They quote:“ As a result of the achievements of the micro-credit providers, Bangladesh now has an hour glass shaped banking market in which credit and other limited financial services are valuable to both very large and very large and very small businesses and very wealthy and very poor individuals. While there is well – known informal system that provides credit to businesses, virtually nothing is available from either banks or micro finance provider to the million the middle – businesses and individual- who are severely constrained in their ability to produce and save for lack of access to financial resources and services. Until modern, competitive financial services are readily available – including credit in amounts, terms and conditions that small can access, Bangladesh will not be able to create the large middle class that is a prerequisite to social stability.”

### **1.16 Business areas of Agrani Bank Limited.**

There are mainly three major business areas where the Agrani Bank Limited. performing with high reputation. These areas are:

General Banking& Foreign Exchange

Small & Medium Scale Enterprise (SME)

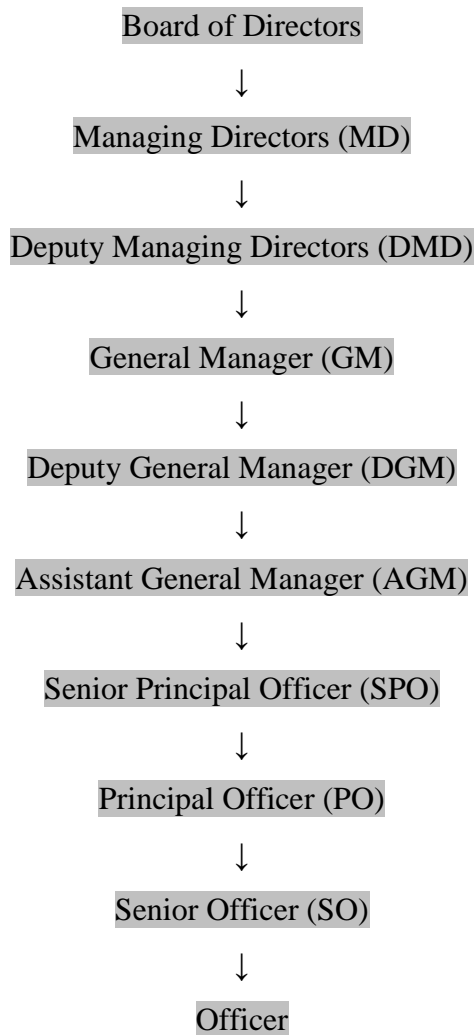
Large Scale Industries

Agriculture Sector & Transport Sector

Financing In Housing Sector& Land Developing

Finance in Home Appliance

### **1.17 ORGANIZATIONAL STRUCTURE OF AGRANI BANK LIMITED**



### **1.17.1 Functions of the Bank**

Agrani Bank Limited provides complete range of services to its customers both domestic and foreign. Rendering of General Banking Facilities & Utility Services, Deposit Mobilization, providing various Credit Facilities including Working Capital to Industries, Investment, Outward & Inward Remittances, Financing Import & Export etc. are the major functions performed by Agrani Bank Limited. In order to provide better services to its Customers and Correspondents Agrani Bank is now more organized to handle sophisticated operations through a well-trained and efficient Manpower. Recently Agrani Bank Limited has entered into computer operations to provide prompt and efficient services to the Customers. Agrani Bank Limited has been involved in Micro financing since 1973 through its vast branch network spread all over the country. Bank has launched these micro credit programs/projects on its own initiative and also in collaboration with local and foreign agencies.

### **1.17.2 Branch network**



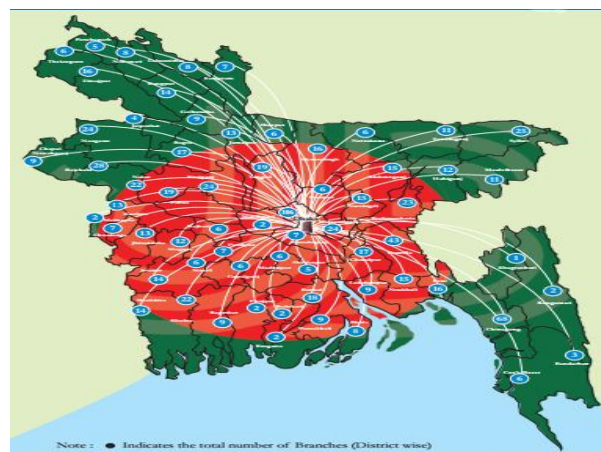
Agrani Bank Limited is one of the largest Nationalized Commercial Bank of Bangladesh. Presently the bank has been functioning with a network of total 905 branches. Agrani Bank Limited currently operates through **905** branches including 4 overseas branches in United Arab Emirates. It is linked with 1239 foreign correspondents all over the world. It is linked with 1239 foreign correspondents all over the world. It has 44 Authorized Dealer Branches and 29 Branches to deal with Wage Earners' Remittance

**Source: Annual Report of Agrani Bank**

**Figure: 1.3 ABL Network in Bangladesh Map**

**1.17.3 Management system**

The Bank's present Board of Directors comprises of One Chairman and Six Directors appointed by the Government.



**1.17.4 Products**

- Financing
- Financing
- Ready
- Windows
- Loan to
- Loan to
- NRB escrow account
- NRB gift cheque

**and Services**

- IT sector
- of industry
- cash
- for SMEs
- travel agencies
- diagnostic centre

**1.17.5 Services provided by Agrani Bank Limited**

Agrani Bank Limited offers all the major banking facilities and services to its customers. The Bank with its network spreading throughout the country has a unique feature of covering back savings from those places and then investing them into different loan portfolios.

Agrani Bank Limited with its wide ranging branch network and skilled personnel provides prompt and personalized services like issuing:

- a. Demand Draft
- b. Telegraphic Transfer
- c. Mail Transfer
- d. Pay Order
- e. Security Deposit Receipt
- f. Transfer of fund by special arrangement,
  - i) Normal transfer
  - ii) Electronic transfer through Ready Cash Card.

The Bank provides the following Internet facilities:

- Current/Savings/STD account status
- FDR account status
- Advance account status
- Loan account status

Remittance services are available at all branches and foreign remittances may be sent to any branch by the remitters favoring their beneficiaries. Remittances are credited to the account of beneficiaries instantly or within shortest possible time. Agrani Bank Limited has correspondent banking relationship with all major banks located in almost all the countries/cities. Expatriate Bangladeshis may send their hard earned foreign currencies through those banks or may contact any renowned banks nearby ( where they reside/work) to send their money to their dear ones in Bangladesh.

Agrani Bank Limited has already established a worldwide network and relationship in international Banking through its 4 (four) overseas branches and 1221 foreign correspondents. The Bank has earned an excellent business reputation in handling and funding international trade particularly in boosting export & import of the country. The Bank finances exports within the frame-work of the export policy of the country.

### **1.17.6 Rural credit, micro ent. & sp. Program financing**

Loan is provided to the rural people for agricultural production and other off-farm activities.

- Prime customers enjoy prime rate in lending and other services.
- Quick appreciation, appraisal, decision and disbursement are ensured.
- Credit facilities are extended as per guide-lines of Bangladesh Bank (Central Bank of Bangladesh) and operational procedures of the Bank. The rates may, however, change from time to time depending on the level of competition in the financial sector.
- As a nationalized Bank it has a social responsibility to improve the financial condition of the poor/unemployed people. With a view to perform that social responsibility, Bank has initiated rural credit program since 1974. Now under this rural portfolio there are 33 products.

A vast majority of the Bangladeshis live in the rural areas and their main source of income is agriculture and agro-business. Agrani Bank has opened branches in rural areas to cater to the banking needs of rural people. Apart from accepting deposits from the rich and moderately well-off villagers, Agrani Bank encourages the poor people to make small savings through different mechanisms. So far lending in rural area is concerned, Agrani Bank has been financing agricultural production and poverty alleviation programs since 1977. It also lends to the poor landless so that they can make a living. The average loan size is about Taka 10,000.00 (around US\$ 200) and the number of borrowers under rural credit scheme is more than 500,000.

1. Short Term Crop Production Loan
2. Irrigation and Agricultural equipment
3. Fish/Shrimp Production
4. Horticulture Development
5. Agro-based Industry
6. Rural Transport
7. Weavers Credit
8. Agri-business Loan
9. Tea Production & Processing Loan
10. Different Micro Credit Programs

### **1.18 SME financing scheme**

Small and Medium Enterprise (SME) Financing Scheme has been introduced to assist new or experienced entrepreneurs to invest in small and medium scale industries. Small business development loan, Gharoa project, credit for forestry/Horticulture/Nursery, crop loan project all are designed for this purpose.

#### **1.18.1 Doctors' Credit Scheme**

Doctors' credit scheme is designed to facilitate financing to fresh medical graduates and established physicians to acquire medical equipment's and set up clinics and hospitals.

#### **1.18.2 Women Entrepreneurs Development Scheme**

Women Entrepreneurs Development Scheme has been introduced to encourage women in doing business. Under this scheme, the bank finances the small and cottage industry projects sponsored by women. Total loan outstanding in 2005 was Tk 39.80 million. The no. of loaned were 216.

#### **1.18.3 Performance of Agrani Bank Limited**

Agrani Bank is the second largest commercial bank in Bangladesh. The aim of the Bank is to actively participate in the socio-economic development of the nation by operating a commercially sound Banking system. It provides credit to deserving borrowers and at the same time, protects depositor's interest.

#### **1.18.4 Operating Profit**

In 2014, operating profit cut a figure of BDT 10,683.34 million. Operating Profit did not come up to the expected level due to decrease in interest income and increase of interest expenses as compare to those of the previous year.

#### **1.18.5 Interest Income**

The interest income of the bank fell to BDT 33,734.43 million from BDT 36,189.68 million of the previous year. This was mainly due to lower yield on loans and advances which stood at 11.44 percent in 2014 compared to 12.39 percent in 2013. This lower yield significantly affected overall interest income in 2014.

#### **1.18.6 Investment Income**

In 2014, the investment income of the bank came to BDT 16,742.67 million from 13,736.50 million of 2013 which is 21.88 percent higher than the preceding year. This robust improvement was mainly due to higher investments portfolio.

### **1.18.7 Other Operating Income**

Other operating income of the bank experienced a positive growth of 30.34 percent i.e. from 1,378.32 million of 2013 to BDT 1,796.56 million in 2014 which was largely caused by recovery from written off loans, improvement of bank services and other ancillary business in 2014.

### **1.18.8 Interest Expenses**

In 2014, the bank paid the total interest amounting to BDT 35,984.27 million which is 5.18 percent higher than that of the preceding year. Though high cost deposit lessened compared to that in 2013, the overall deposit increased in 2014, which caused the interest expenses to rise.

### **1.18.9 Provision for Loans and Advances**

Provision against loans and advances has increased to BDT 1,947.36 million in 2014 against that of the earlier year. As percentage of classified loans compared to that in 2013 increased, provision also increased in 2014. This is why; it became indispensable to keep additional provision figuring BDT 3,089.21 million as a safeguard against future default as well as supports business growth by strengthening the capital base.

### **1.18.10 Recovery of Classified Loan**

The target for total cash recovery against classified loans was BDT 8,000 million for 2014. The bank was able to recover BDT 7,337.30 million to December 2014 which is 91.72 percent of the recovery target. In 2013, the bank has recovered BDT 5,757.10 million against classified loan.

### **1.18.11 Recovery of Write off Loan**

In 2014, the bank was able to recover BDT 1374.70 million in cash from written off loans. Because management was very much concerned and proactive about recovery of written off loans from the beginning of the reporting year. So, keeping eye on the recovery of the broad

spectrum of default loans, bank designed various action plans and took all out efforts to ease classified loans and increased cash recovery as well.

## 1.19 Business Review

### 1.19.1 Industrial Financing

Bangladesh is progressing through the industrialization process in various sectors, leaving behind the identity of under developed country to developing country. In order to achieve sustainable growth, ABL is working hard and has given due focuses on entertaining large corporate house with skilled and dedicated team under Corporate Customer Department CCD-1 & CCD-2. In 2014, ABL has disbursed BDT 2,756.33 million in different industrial sector. The table shows the Industrial loan outstanding at the end of 2014:

**Table 1.1 Industrial Financing**

<b>Sectors</b>	<b>Loan Outstanding (BDT in Million)</b>
Food & Beverage	4,653.60
RMG & Textile	134,349.40
Paper & Printing	4,945.80
Footwear & Leather	9,068.80
Pharmaceuticals	9,452.10
Ship Building	5,471.40
Other	32,234.60
<b>Total</b>	<b>200,175.70</b>

Source: Annual Report of Agrani Bank

### 1.19.2 SME Financing

SMEs play a vital role in any economy in terms of employment, income generation, alleviation of poverty and development of local markets and supply chain. It's also developing local products to meet local needs using local resources. Keeping this in the mind, ABL has formulated a comprehensive policy for SME financing under the guidelines of Bangladesh Bank and made significant progress in financing this sector with a view to developing a balanced and dynamic industrial sector having a strong base of SMEs throughout the country. ABL puts its continuous efforts by participating in various road shows, workshop, forums and fairs to build awareness among the customers as well as building capacity of the SME officials. To ensure vibrant native economy by financing in the SME sector, ABL is working relentlessly and has disbursed BDT 34,269.50 million in favor of various SME entrepreneurs in 2014 which is shown under the table:

**Table 1.2 SME Entrepreneurs Financing**

<b>Nature of SME</b>	<b>Total Loan Disbursement (BDT in Million)</b>
Service	1045.6
Trading	30,033.60
Manufacturing	3,190.30
<b>Total</b>	<b>34,269.50</b>

Source: Annual Report of Agrani Bank

### **1.19.3 Financing Women Entrepreneurs**

Another important concept in SME financing is the development of women entrepreneurship. Under the framework of SME, ABL is giving special emphasis in developing women entrepreneurs and in line with the regulatory instruction, ABL provides credit facilities in support of home decoration, boutique, printing services, processed food, fast food etc. In 2014, ABL has disbursed BDT 27.00 million to 306 women entrepreneurs at reduced interest rate. The following table shows the number of entrepreneurs and amount disbursed during last 5 (five) years.

**Table 1.3 Year wise Distribution of Loans to Women Entrepreneurs**

<b>Year</b>	<b>Number</b>	<b>Amount (BDT in Million)</b>
2014	306	27.00

2013	38	14.20
2012	35	14.50
2011	30	10.00
2010	20	4.60

Source: Annual Report of Agrani Bank

#### 1.19.4 Agricultural Financing

Agriculture is one of the main driving forces of Bangladesh economy. The overall economic growth of the country is very much close with the development of Agricultural sector. To ensure food security, there is no alternative but to increase agricultural production. According to the Rural Credit Policy and program of Bangladesh Bank, crops, fisheries, livestock and green finance will have to be given priority. Considering agriculture as a sector of more dependent on credit, ABL continued its proactive support program to gear up agricultural financing since 1974. ABL disburses agricultural loan for various purpose which includes crops, vegetables, fisheries, livestock (Poultry, Dairy and beef fattening) and poverty alleviation. In 2014, ABL has been disbursed BDT 12,257.50 million as agriculture loan. The following table shows the purpose wise agriculture loan disbursement during 2014:

**Table 1.4 Agricultural Financing**

<b>Sectors</b>	<b>Total Loan Disbursement (BDT in Million)</b>
Crops	11,772.40
Fisheries	309.00
Livestock	176.10
<b>Total</b>	<b>12,257.50</b>

Source: Annual Report of Agrani Bank

#### 1.19.5 Foreign Remittance

Agrani Bank Ltd has set up an independent department named as Foreign Remittance Department (FRD) that exclusively handles payment & distribution of all remittances to the branches. FRD has assigned a dedicated and hardworking team that relentlessly provide prompt services to ensure payment on due time. On line foreign remittance payment system has been established at FRD. Agrani Bank Limited has EFT/Taka drawing arrangement with



72 banks/exchange houses which are sending foreign remittances directly to on line remittance payment system at FRD. Agrani Bank Limited has also correspondent banking relationship with more than 1200 major banks & exchange companies located all over the world. All the 900 branches of ABL are making cash payment from 20 web based payment system instantly. Expatriate Bangladeshis can send their hard earned foreign currencies through those banks/exchange houses or may contact any renowned banks nearby (where they reside/work) to send their money to their dear & beloved ones in Bangladesh.

In 2014, ABL maintained growing trend of inward foreign remittance business throughout the year. The bank handled total inward foreign remittance of BDT 10,6677.10 million indicating 2.59 percent growth for the year 2014 than that of 2013 which represents 9.21 percent of the share of total national remittance (BDT 1,158,549 million).

#### **1.19.6 Investments**

The Bank's investments increased to BDT 196,713.53 million showing 1.78 percent growth at the end of 2014 compared to BDT 193,269.67 million in 2013. The investments mainly included Treasury bill, Treasury bond, Share, Debenture etc maintained mainly to cover SLR requirement and intake of mandatory devolvement of treasury bonds/treasury bills by Bangladesh Bank. In addition, investments were planned in a way to provide sufficient liquidity and flexibility in treasury operations and to boost the income from investments as well as total profitability of the Bank.

#### **1.19.7 Deposit**

Overall deposits of the bank improved by 7.83 percent and stood at BDT 516,010.74 million at the end of 2014. The savings deposits increased to BDT 102,636.05 million from BDT 93,526.88 million of the preceding year showing a growth of 9.74 percent. The low cost deposit includes savings deposit, current deposit and short term deposit. This helped to reduce cost of fund and brought the ratio of high cost and low cost deposit to 55:45. The growth is facilitated by expanding branch network and expected service provided to customers along with initiatives carried out for mobilization of deposits.

#### **1.19.8 Automation**

Information and Communication Technology ABL always upgrades itself with the latest technology and adopts different advantages of the technology which has enriched its IT

infrastructure. Technological development of the bank has tremendously increased for its customer service as well as trust worthiness of the stakeholders towards the bank. ABL is now providing multi-dimensional banking products and services with advanced technologies. The bank is dedicated towards its customer satisfaction with the help of the technological advantages. The IT Division is well equipped not only with technology, but also with a dedicated professional workforce which has been built up for support as well as development of new satellite application. For developing IT backbone, the bank has invested throughout the year in an efficient manner considering return on investment.

#### **1.19.9 ATM with Debit & Credit Card**

With a view to offering modern banking service to the customers with modern technologies, Agrani Bank Limited is providing its customers with ATM facilities. Under this service Agrani Bank Limited is offering both debit and credit card facilities to its customers. At present, this service is being operated under the largest network of the country comprises of 38 banks, of which 32 banks (including Agrani Bank Limited) are as members and 2 other banks are included as network-sharing members. Along with cash withdrawal from more than 4200 ATMs (including 15 of this bank) of the network, credit card holders can make payment of purchased products/services through 5,000 point of sales (POS).

#### **1.19.10 on line Banking**

For performing online banking, ABL has launched Real time online banking activities by the real time centralized online core banking system (CBS) software TEMENOS -24 (T24) in 174 branches up to 2014. This facility was available in 42 branches only up to 2013. Besides, ABL has been developed “JB Remittance Payment System” by which customers can deposit and withdrawn money from any branch instantly. Moreover, speedy foreign remittance system has been implemented in all inland branches. As a result, it is now possible to send money from abroad within fastest possible time which led to increase the flow of remittance.

#### **1.19.11 IT System Security**

Information System is the lifeblood of any large business. Information Security protects information from a wide range of threats in order to ensure business continuity, minimize business damage and maximize return on investment. Information Systems Audit is a part of

the overalls audit process, which is one of the facilitators for good corporate governance. IT audit is basically “the process of collecting and evaluating evidence to determine whether a computer system safeguards assets, maintains data integrity, achieves organizational goals effectively and consumes resources efficiently.

#### **1.19.12 Contribution in Government Exchequer**

ABL plays a significant role in collecting Government revenues. In 2014, ABL has deposited BDT 8,567.49 million in Government exchequer as corporate tax, excise duty, VAT, Source tax, employees' income tax and various Government taxes and surcharges. Besides, since inception ABL actively participates in different Government social safety net programs without any charges. Considering this involvement requires at least 5 percent of bank's total operational hours, the cost would be approximately BDT 600 million. In this way, ABL is indirectly contributing more than BDT 500 million per year to the Government exchequer.

#### **1.19.13 Awards and recognition**

ABL has already become a renowned organization by achieving different prestigious awards and recognition from national and international level. Not only this, ABL is much ahead of others in terms of various business and financial indices. In its back, continuous growth, transparency and accountability and overall good governance have played a vital role. Following the continuity of success as well as better performance, ABL has won six different national and international awards in 2014:

- ❖ SAARC Anniversary Award for Corporate Governance Disclosure by South Asian Federation of Accountants (SAFA);
- ❖ The Best Corporate Award-2014 by the Institute of Cost and Management Accountants of Bangladesh (ICMAB);
- ❖ National Award for Best Presented Annual Reports-2013 by the Institute of Chartered Accountants of Bangladesh (ICAB);
- ❖ National Award for Corporate Governance Disclosure by the Institute of Chartered Accountants of Bangladesh (ICAB);
- ❖ Wholesale Banking Award-2014 by Asian Banking and Finance;
- ❖ Foreign Remittance award by Ministry of Expatriates' Welfare and Overseas Employment for sending hard-earned foreign currencies by expatriate Bangladeshis through proper channel

### **1.19.14 Corporate Social Responsibility (CSR)**

With industrialization, the impacts of business on society and the environment assumed an entirely new dimension. For this, Corporate Social Responsibility has become a criterion of socially lawful business endeavor and the acceptance of it, is growing day by day. Countries of developed economy have taken the idea of "Social Responsibility" with that of "Achieving Highest Profit". Being one of the famous states owned commercial banks in Bangladesh, Agrani Bank Limited has also realized its responsibilities to the society and contributed to the amelioration of the social life of the destitute people, infra-structure, environment etc. For making its corporate success, Agrani Bank Limited allocated budget of BDT 350.00 million for CSR in 2014 and disbursed BDT 138.42 million for conducting its CSR activities.

**Table 1.5 Disbursement from CSR fund**

<b>Year</b>	<b>Budget</b>	<b>Disbursement(BDT in Million )</b>
2014	350	138.42
2013	310	292.28
2012	250	113.37
2011	100	68.77
2010	70	61.28

Source: Annual Report of Agrani Bank

## **CHAPTER 2**

### **REVIEW OF LITERATURE**

#### **2.1 Introduction**

This chapter presents the review of relevant literature with a view to understand the method and cause-effect relationship of past and present study on employee satisfaction. This would help in narrowing down the problem correctly and in selecting the most appropriate technique of analysis. Employee satisfaction is a significant accomplishment aspect for all organizations. Employee satisfactions have been acknowledged to have a key encroachment on many financially viable and societal phenomena, e.g. economic escalation and higher living standard. A large number of studies were conducted on employee job satisfaction in Bangladesh and other countries.

## **2.2 Employee Job Satisfaction Related Studies**

**Benders and Van De Looj (1994)** conducted a study on “Not Just Money: Quality of Working Life as Employment Strategy”. The study showed said that there is no straight relation between job satisfaction and salary. Their study recommended that younger employees have a better tendency to leave their jobs than older employees and reveal a greater inclination to be willing to work overtime. Younger employees also lean to be less satisfied with their salary.

**Nazir (1998)** conducted a study on “ Perceived Importance of Job Factors and Overall Job Satisfaction of Bank Employees” The report concluded that duration of work was perceived as the most important factor determining job-satisfaction followed by nature of work and relation with co-workers, promotion opportunities and management policy were the least important determinants of job satisfaction .

**Walker (1998)** conducted a study on “Satisfying Employees is a Profitable Strategy” The study showed that Rewarding employees for work well have done increases satisfaction and productivity. Easy practices like this can assist the atmosphere of the work environment. Employees attain high level of job satisfaction when they feel no stress and involved in their job. Job satisfaction is closely linked to that employee's behavior in the work place.

**Hossain (2000)** conducted a study on “Job Satisfaction of Commercial Bank Employees in Bangladesh: A Comparative Study of Private and Public Sector Banks” .The study investigate the satisfaction of commercial Bank employees and its consequences on related issues. The result revealed that the Public Sector Banks employees were in a better position in

terms of their job satisfaction than the Private Sector Bank employees and the executives were more satisfied than the non-executives. Job satisfaction had significant positive correlation with performance but significant negative correlation with job stress and propensity to quit the Job.

**Islam and Saha (2001)** conducted a study on “Job Satisfaction of Bank Officers in Bangladesh”. The results of their study concentrating on job satisfaction of bank officers in Bangladesh. They resolved that salary, work efficiency, fringe benefits, quality of management, and the organizational relationships are the most significant factors that lead to job satisfaction of bank employees. The study indicated that the order of preference of those factors somewhat diverse across different employee roles and organization type (private or public) and that the overall job satisfaction of the bank officers was at the affirmative stage.

**Schulze and Steyn (2003)** conducted a study on “Educators' motivation: Differences related to gender, age and experience”. The report revealed that in order to understand people's behavior at work, managers or supervisors must be aware of the concept of needs or motives, which will help “move” their employees to act.

**Wright & Davis (2003)** conducted a study on “Job Satisfaction in the Public Sector: The Role of the Work Environment”. The study examines the influence of the work environment on public employee feelings of job satisfaction, linking characteristics of the work context perceived to be more prevalent in public organizations with specific job characteristics that serve as important antecedents of job satisfaction. In particular, this study analyzes the effects of three components of the work context—organizational goal conflict, organizational goal specificity, and procedural constraints—and four job characteristics—job specificity, routineness, feedback, and human resource development—faced by public employees. Building on previous research, a causal model of job satisfaction was tested in a covariance analysis (LISREL) using data from a survey of state government employees. The model explained two thirds of the variation in employee job satisfaction and suggests that the work context may not only be important in distinguishing between public and private sector employment but also may be at the root of any sector differences in job satisfaction.

**Hanif and Kamal (2009)** conducted a study on “Pay and job satisfaction: Comparative analysis of different Pakistanis commercial Banks”. The study indicates that if companies makes favorable strategies and rules for employees related to pay scales, polices department staff input and work environment may leads to employees engagement satisfaction and increase employee loyalty with organization.

**Malik et al. (2010)** conducted a study on “Impact of Job Climate and Extrinsic Rewards on Job Satisfaction of Banking Executives: A Case of Pakistan”. This study focusing on bank executive officers only, covering branch, area and regional managers, examining the effects of general job climate and monetary elements such as pay increases, bonuses, allowances and other benefits on their job satisfaction. The results revealed that both job climate and financial compensation have significantly positive impact on job satisfaction.

**Elamin (2011)** conducted a study on “The differentiation in job satisfaction and commitment between domestic and foreign bank employees”. He accomplished that the domestic bank managers articulated a higher level of satisfaction with pay, job characteristics, promotion opportunities, teamwork and supervisors than their foreign colleagues.

**Jegan & Gnanadhas (2011)** conducted a study on “Job satisfaction of bank employees working with e-channels”. The study examines the level of job satisfaction among 536 employees of a major bank from four cities in eastern Libya. The Minnesota Satisfaction Questionnaire (MSQ) was used to assess employees’ job satisfaction. Participants unanimously reported high level job satisfaction. They were a mixture of widowed, divorced and a basic level of education from the Al Beida city. Most have long term employment with satisfactory levels of job satisfaction. It was found, however, that gender, age and their type of occupation was not necessarily related to job satisfaction

**Akinbobola (2011)** conducted a study on “ Conflict in Human Capital Relationships: The Impact of Job Satisfaction on Job Involvement in a Workplace”. The study showed that there is significant independent prediction of job involvement by age, job satisfaction and some characteristics which are supervision, fringe benefit, contingent reward, operating procedure, co-workers and communication. She discussed the implications of the result in line with corporate governance and conflict resolution.

**Sowmya and Panchanatham (2011)** conducted a study on “Factors influencing job satisfaction of banking sector employees in Chennai, India.” This report includes job satisfaction of 120 employees of several public as well as private sector banks in India. Using the factor analysis by principle component method on a large number of variables affecting the job satisfaction, the five predominant factors were identified: Pay and promotion, organisation aspects, supervisor behavior, Job & working condition, Co-worker behavior. The researchers concluded that, while the pay and promotion are the primary and indispensable requirements for the satisfied employee, the managerial and organizational aspects are also highly valued. Besides that, they noted that, due to importance banks have in their country’s financial system; even small job dissatisfaction within the banking sector can cause visible negative impact in the area of negligence and high staff turnover.

**Tennakoon and Syed (2011)** conducted a study on “Impact of the Use of Information Technology on Employee Stress Level and Job Satisfaction: A Study Conducted in the Sri Lankan Banking and Financial Sector”. The study explored the influence of the use of information technology (IT) on the job satisfaction of banking and financial sector employees. The results of this research indicated both positive and negative impact of IT, with some evidence of other variables being relevant to the IT angle of the study; such as adequacy of technology and associated stress.

**Rumman (2011)** conducted a study on “Factors Affecting Job Satisfaction of the Employees in Travel and Tourism Companies in Amman”. The study concludes that there is no statistically significant association between demographic factors, and their working environment in travel and tourism companies in Amman and a statistically significant correlation was found between the nature of the employee's job and job satisfaction in the travel and tourism companies in Amman.

**Meena and Dangayach (2012)** conducted a study on “Analysis of Employee Satisfaction in Banking Sector” .Using questionnaire this report focusing on the elements associated with work environment (lighting, furniture, noise, temperature, interior design, etc.) in order to measure bank employee satisfaction. The findings of the study revealed differences in employee satisfaction between public and private banks when it comes to their perception and evaluation of work environment: private banks provide more satisfying and comfortable work environment than those operating in public sector.



**Zaidi and Iqbal (2012)** conducted a study on “Impact of career selection on job satisfaction in the service industry of Pakistan”. The study revealed that connection between career choice and job satisfaction amongst bankers, university teachers, teachers, doctors, and engineers; found significant relationship between career selection and job satisfaction. The research also suggested that career choices based on the individual values and personality traits enhances the chance for higher job satisfaction.

**Qasim *et al.* (2012)** conducted a study on “Exploring Factors Affecting Employees Job Satisfaction at Work” The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment it is important for them to achieve management efficiency by increasing employee satisfaction in the organization.

**Jehanzeb *et al.* (2012)** conducted a study on “Impact of Rewards and Motivation on Job Satisfaction in Banking Sector of Saudi Arabia”. This study aims to examine the impacts of rewards and motivation using perceived amount of rewards on job satisfaction in both public and private banks of Saudi Arabia. In this study 568 employees were participated from both sectors. To conduct the study regression analysis was developed to test the relationship between rewards, motivation and job satisfaction. Results indicate that (1) rewards have positive significance on motivation, (2) motivation is positively related to the job satisfaction (3) rewards have a positive significant effect on job satisfaction. The results are inconsistent with previous studies conducted to analyze the relationship of rewards, motivation and job satisfaction in different contexts.

**Nimalathan (2012)** conducted a study on “Job satisfaction of private sector bank executives in Bangladesh: A factor analysis”. The present study has been attempted to understand and explain the job satisfaction, which influenced by utilitarian reasons (e.g., to increase productivity and organizational commitment, lower absenteeism and turnover, and ultimately increase organizational effectiveness) as well as humanitarian interests (i.e., the notion that employees deserve to be treated with respect and have their psychological and physical well-being maximized). The satisfied workers also tend to engage in Organizational Citizenship Behavior (OCB) i.e., altruistic behaviors that exceed the formal requirements of a job. Dissatisfied workers show an increased propensity for counterproductive behaviors, including withdrawal, burnout, and workplace aggression.

**Saleem et al. (2013)** conducted a study on “Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur.” The main objective of this study is to identify the factors affecting the job satisfaction of employees of banking industry at Bahawalpur and to analyze the impact of recruitment & selection procedures, organizational policy & strategy, nature of work, job stress, personality and communication on job satisfaction of employees of banking industry. The results further indicate that job stress, communication and personality have a significant but weak impact on job satisfaction whereas recruitment & selection procedures, organizational policy & strategy and nature of work have a significant and strong impact on employee job satisfaction.

**Rahman. M.A., (2014)** conducted a study on “Increasing employee job satisfaction as well as organizational performance through effective HRM practices in private commercial banking sector of Bangladesh.” This study has been conducted to explore the influence of HRM practices on job satisfaction and how job satisfaction brings higher organizational performance. Since, the HRM practices are mostly responsible for the achievements of business strategy and success; particular attention has given in this paper to focus the importance of HRM practices.

**Muhammad and Sana (2014)** conducted a study on “Understanding the moderating role of Islamic work ethics between job stress and work outcomes”. This report brings out the moderating role played by Islamic Work Ethics between job Stress and Work Outcomes. It is understandable from this study that between job stress and job satisfaction there is negative relation and whenever Islamic work ethics is introduced as a moderator, it strengthens their relationship even more. This study reveals that job stress has positive effect on turnover intention and when their relationship is tested with Islamic work ethics as a moderator, it shows insignificant negative relationship with each other.

### **2.3 Conclusion**

It is reviewed that the research previously done on job satisfaction of bank as well as different organization employees mainly focused on the factors namely salary, efficiency in work, supervision, co-worker relation, facilities and supportive work environment, task significance, pride in work, bureaucracy, and conflicts but ignored recognition, job security, talent utilization, co-worker behavior, supervisor behavior, pay and promotion, organizational

factors , other work related factors and so on. Previous studies indicate that there are various factors that affect the motivation level in employees working in various organization as well as Banks. So, this study has considered these factors to cover the gap to identify the job satisfaction amongst the employee of Agrani Bank: Shewrapara Branch.

## **CHAPTER 3**

### **METHODOLOGY OF THE STUDY**

#### **3.1 Introduction**

This chapter deals with the methodology used in this study. Methodology in any systematic study deserves careful consideration. Proper methodology is the prerequisite of a good research. The reliability of a scientific research work depends upon how appropriately methodology to be followed during the period of data generation. In the present study, methodology is taken to indicate the underlying principles, methods and the systems or inquiry procedure leading to completion of the study. This chapter deals with various methodological issues relating to the study like profile of the sample unit, sample size of the respondents, sources of data and analysis of data used in the study.

3.2 Sampling Size

One of the most important problems in planning a sample survey is that of determining how large a sample is needed for the estimates to be reliable enough. Due to resource and time constraints, a sample size of 50 is used in this study.

#### **3.3 Sampling Method**

In case of choosing the sampling method here the first priority is given convenience sampling method. A convenience sample is one of the main types of non-probability sampling

methods. With non-probability sampling, it cannot be specify the probability that each element will be included in the sample. A statistical method of drawing representative data by selecting people because of the ease of their volunteering or selecting units because of their availability or easy access. The advantages of this type of sampling are the availability and the quickness with which data can be gathered. The disadvantages are the risk that the sample might not represent the population as a whole, and it might be biased by volunteers. Considering this method in mind here, I have tried to focus on those samples which are easy to get access. According to Black (2009) participants selected by the convenience technique are chosen upon the convenience of the researcher whereby the eagerness and accessibility of

The participants to be mixed up in the study are the factors taken into account. For those that are conveniently available to the give information wanted, research is conducted on this part of the population in convenience sampling (Sekaran and Bougie, 2010).

### **3.4 Preparation of the Questionnaire**

While a wide range of instruments are used for measuring job satisfaction, 5 point likert scale is used in order to identify the respondents' perceptions towards job satisfaction.

For example,

1 = Very dissatisfied

2 = dissatisfied

3 = Neutral

4 = satisfied

5 = Very satisfied

### **3.5 Source of Data**

Both Primary & secondary data were used in this study.

#### **3.5.1 Primary Data Sources**

At the time of conducting this research, data are collected from both primary and secondary sources. The study is mainly based on primary data.

The primary data have been collected through personal interview with the employees used by structured questionnaire. To collect the primary data researcher used interview schedules, specially prepared in the light of the objectives of the study. Primary data has been collected from Agrani Bank: Shewrapara Branch, Dhaka-1207.

### **3.5.2 Secondary Data Sources**

The secondary sources include different web sites, books, journals, annual report and published research works etc.

### **3.6 Collection of Data**

To attain accuracy and reliability of data, care and caution were taken in data collection. The researcher's took all possible effort to establish a congenial relationship with the respondents do not feel hesitation or hostile to furnish correct data. Before interviewing, the aims and objectives of the study were explained to respondent. As a result, they were convinced that the study was purely an academic one and was not likely to have an adverse effect on them. During data collection an attention was also paid to the mood of respondents. Data was collected during the 3 months Internship period.

### **3.7 Analytical Techniques**

The relationship of the proposed model and the properties of the scale were analyzed using the Statistical Package for Social Sciences (SPSS), MS excel 2007. Usage of the statistical techniques was according to commonly accepted research assumptions where appropriate. Test includes correlation; multiple regression technique is used to trace causal relationships between several factors. Moreover, frequency distribution is used for all demographic information. The collected data have been processed, tabulated and analyzed in the logical manner.

### **3.8 Descriptive statistics**

Descriptive statistics are used to describe, or summarize, data in ways that are meaningful and useful. Descriptive statistics are used to show frequency, the minimum and maximum variables, standard deviation, Mean etc. in this study. Descriptive Statistics are used to present quantitative descriptions in a manageable form.

### 3.9 Correlation Analysis

Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together. A positive correlation indicates the extent to which those variables increase or decrease in parallel; a negative correlation indicates the extent to which one variable increases as the other decreases. Correlation analysis verified the relationship between variables. When change in one satisfaction is proved. Variable occurs due to change in other, then it can be said that these variables are correlated. Correlation analysis was used to check that how much the dimensions of job satisfaction correlated with one another.

### 3.10 Regression Analysis

A statistical measure that attempts to determine the strength of the relationship between one dependent variable (usually denoted by Y) and a series of other changing variables (known as independent variables). Regression analysis was used to calculate how much the percent change occurred by the independent variables on the job satisfaction of employees in the banking sector. With the intention of observe the impact on job satisfaction of the employees regression analysis should be carried with the help of some selected variables.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where, Y = overall Job satisfaction;

$\beta_0$  = Constant or intercept value;

$X_1$  = Financial benefits;

$X_2$  = Compensation and rewards;

$X_3$  = Co-workers & working condition;

$X_4$  = Career development & job enrichment;

$X_5$  = Leadership;

$X_6$  = Recognition; and

$\varepsilon$  = Random error.

### 3.11 Problems faced during data collection

- Respondents were very busy. Because of the busy schedule, most of the cases respondents were not capable to give enough time for personal interview.

- There is no exact source of collecting necessary data due to the lack of Research and Development Department in banking sector.
- Many respondents think that it is of no value to provide time to answer such questions which eventually gives nothing as result.

### **3.12 Concluding Notes**

There are several important aspects to research methodology. From initiation of a research idea to the ultimate conclusion, there are many segments; initiation of a research idea, thorough literature search, formulation of a research question, proper study design, possible source of funding, conduction of research, analysis of data obtained, proper interpretation of results. The aim of research is to inform action & research methodology is requisite for this purpose.

## CHAPTER -4

### DATA ANALYSIS & FINDINGS

#### 4.1 Introduction

This chapter will try to highlight and discuss the results & the findings based on analysis done the data collected from respondents. This research focuses on the factors affecting level of employee job satisfaction amongst the employee of Agrani Bank. The discussion then will try to accomplish all the objectives mentioned in chapter one and will attempt to answer the research questions as well as proving the research hypotheses chapter one. In this instance for simplicity of analysis & findings, this chapter will be divided into four parts: Socio-demographic characteristics of respondents, level of job satisfaction of employees in agribusiness sector, hypotheses analysis& discussion.

#### 4.2 Socio-Demographic Analysis of the Respondents

##### 4.2.1 Age of the Respondent

**Table 4.1: Age of the Respondent**

Age	Number	Percentage (%)
23-30 Years	13	26
31-40Years	20	40
41-50 years	15	30
Above 50 years	2	4
Total	50	100

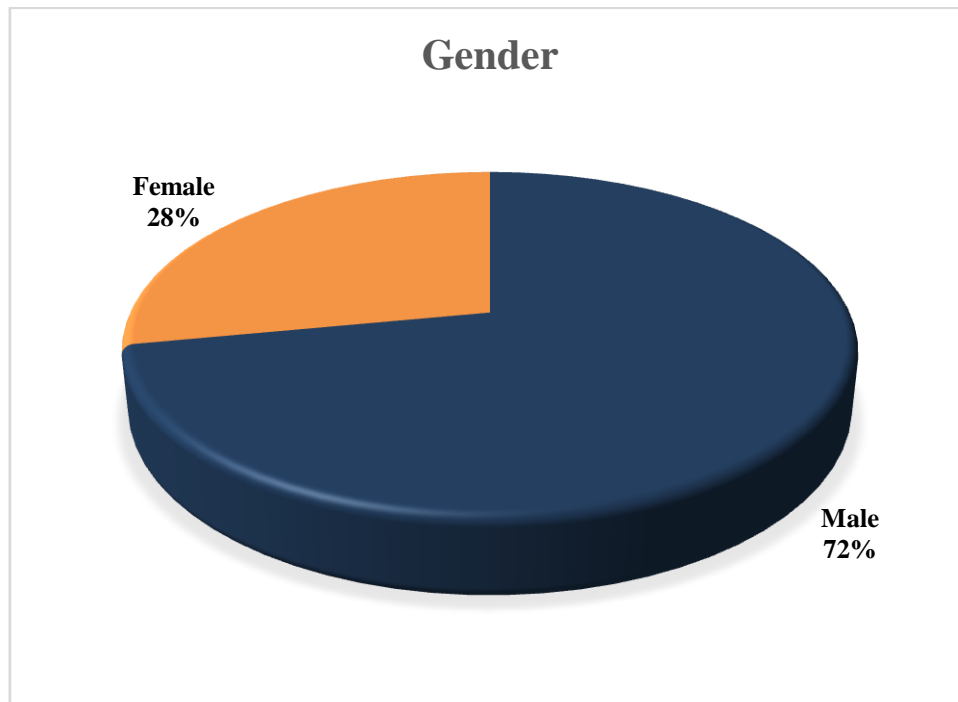
Source: Field Survey.

From the above table 4.1 it would be said that most of the employees in Agrani Bank are (31-40 years) are high in percentage. While officers above the age group of 31-40 years seem like to be settling anywhere permanent as frequent transfer is not an encouraging one for them. So



far female employees are apprehensive, they are vastly satisfied as the general duty is related to children bringing up and taking care of beloved ones. For them increasing age means greater responsibility for homely affairs.

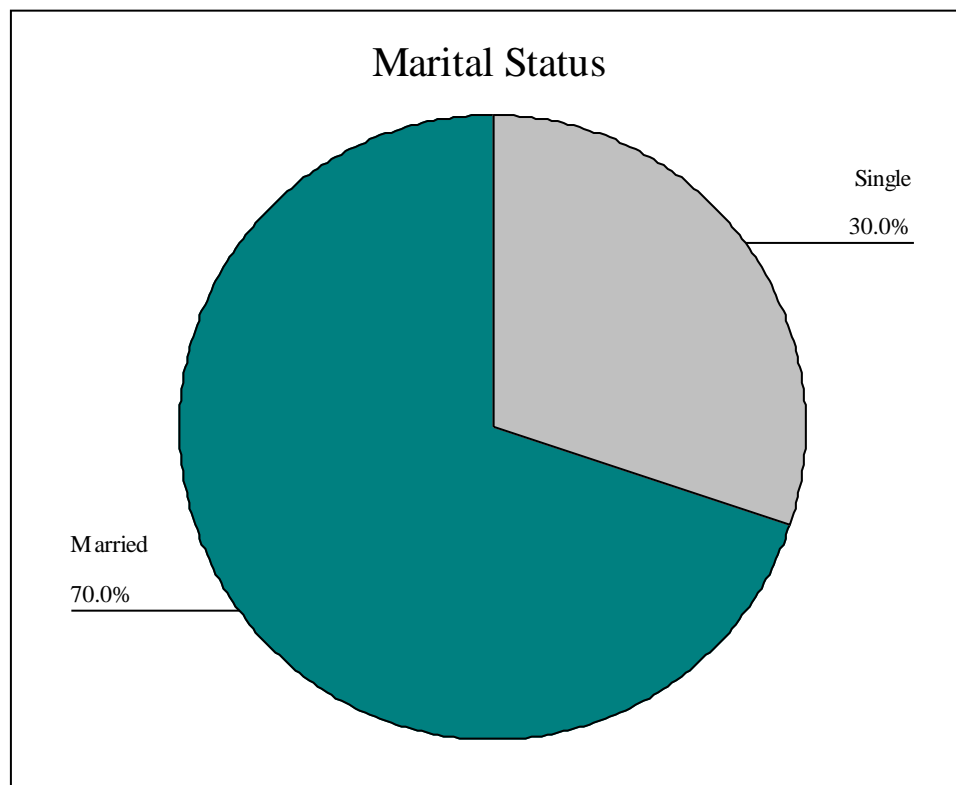
#### 4.2.2 Sex of the Respondent



Source: Field Survey. Figure 4.1: Sex of the Respondent

From the above figure 4.1 it is well-defined that most of the employees in Agrani Bank are male. Banking is a challenging profession it entails remarkable determination to succeed. Out of the surveyed almost all are job oriented, having a little aspiration for further progress. Male employees are thinking of competition era now.

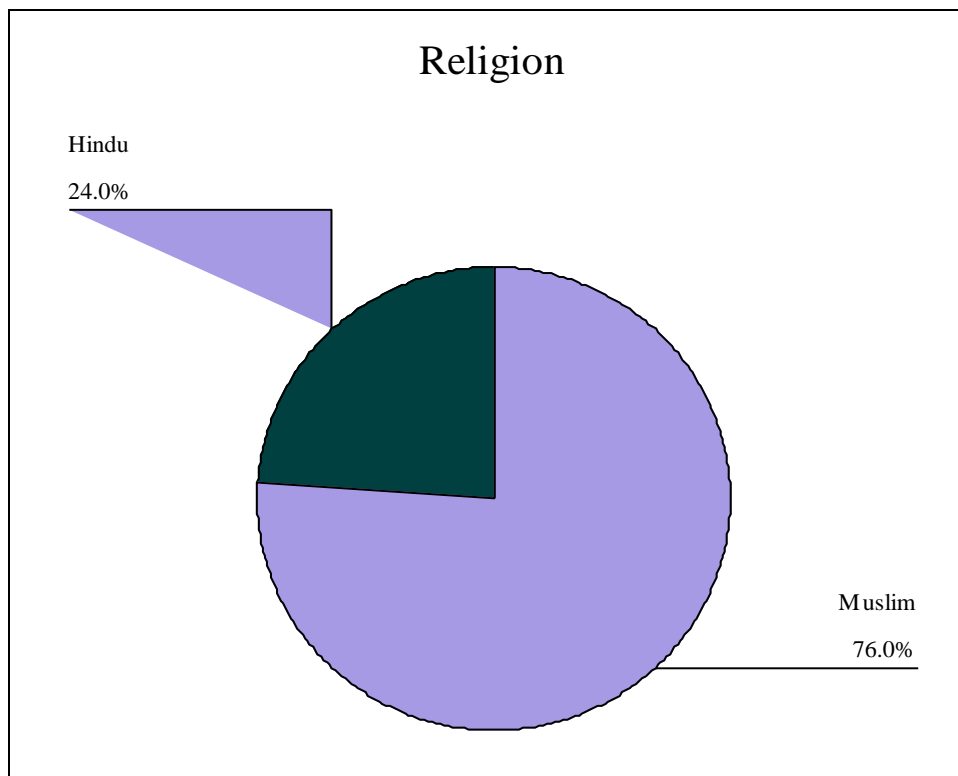
### 4.2.3 Marital Status of the Respondent



Source: Field Survey. Figure 4.2: Marital Status of the Respondent

From the above figure 4.2 we possibly will say that More than half (70%) employees are married working at Agrani Bank Only 27% employees are single.

#### 4.2.4 Religion of the Respondent



Source: Field Survey. Figure 4.3: Religion of the Respondent

From the above figure 4.3, it would be said that 76 % employees belong to Muslim and 24% belongs to Hindu Religious mind.

#### 4.2.5 Field of specialization of the Respondent

**Table 4.2: Field of specialization of the Respondent**

Field of specialization	Number	Percentage (%)
Science	22	44
Commerce	14	28
Arts	14	28
Total	50	100

Source: Field Survey.

Table 4.2 depicts that the employees are from various disciplines Science, Commerce, Arts etc. Most of the employees are from Science Group (44%). It clearly proved by the performance of the respondents that regardless of educational disciplines they are quite successful in their profession. As banking is a field where more practical implication is

required rather than theoretical knowledge. Another, interesting think reveal the study that people with less qualification supposed to be satisfied with their job and their satisfaction level is quite static over the period of time and they think that this job suits to their educational background, and hence satisfied.

#### 4.2.6 Job Involvement of the Respondent

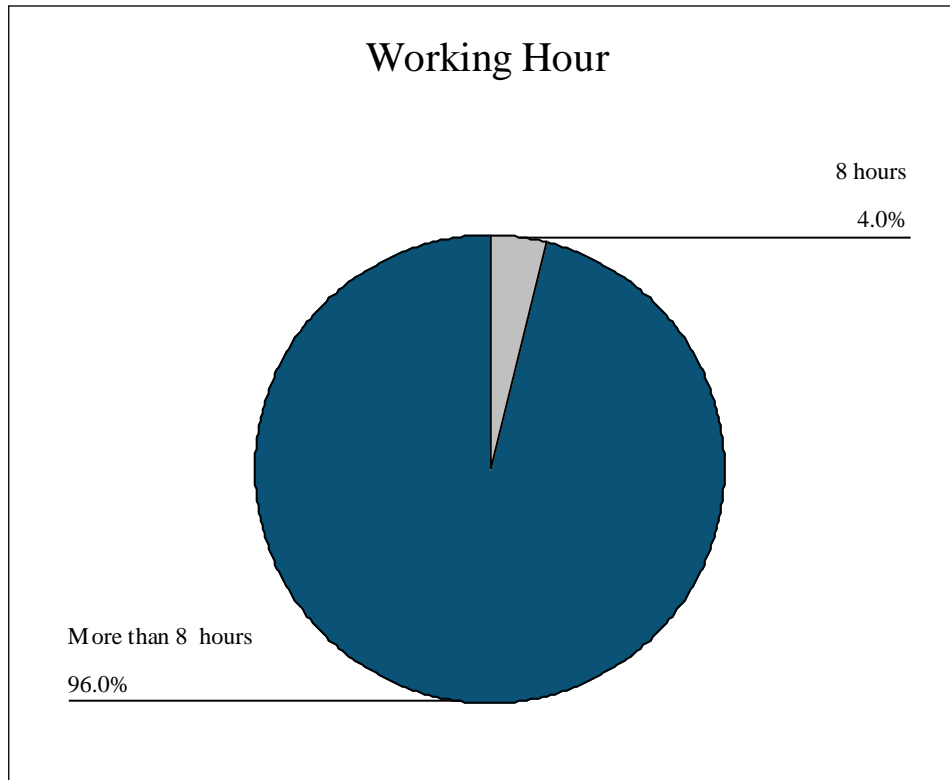
**Table 4.3: Job Involvement of the Respondent**

Job Involvement	Number	Percentage (%)
Less than 5 years	9	18
5-10 years	17	34
10-15 years	13	26
More than 15 years	11	22
Total	50	100

Source: Field Survey.

From the above Table 4.3 it can be said that 34% employees are involve in Agrani Bank ( 5-10 )years, 26% employees belongs to ( 10-15 )years, 18% employees involve for Less than 5 years & 22% employees are more than 15 years.

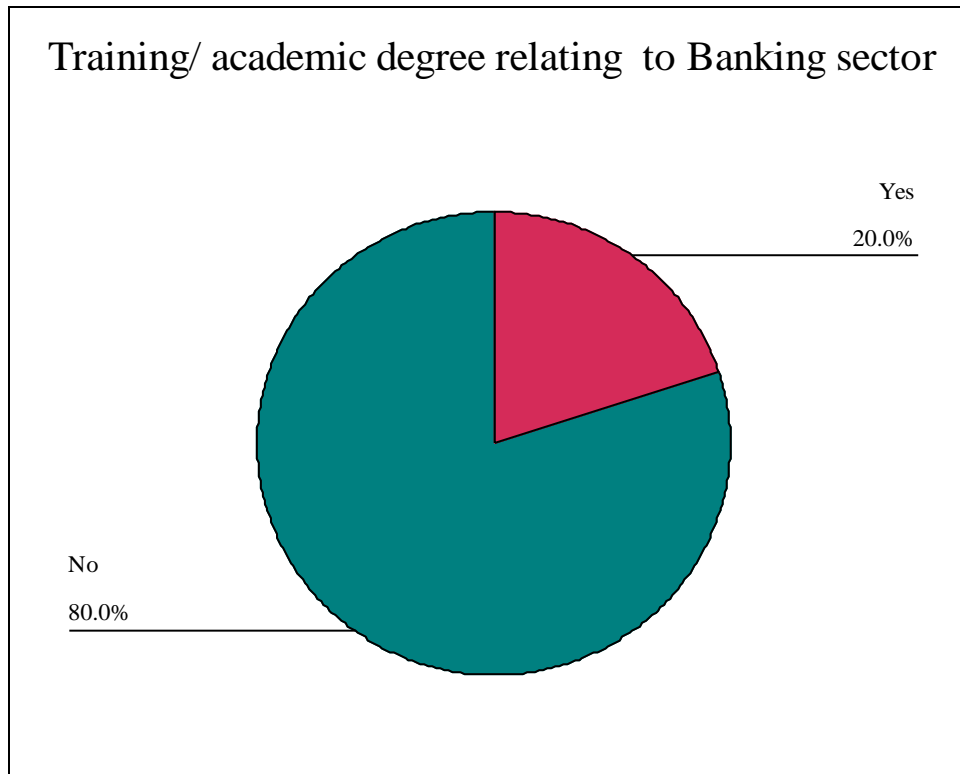
#### 4.2.7 Working hour of the Respondent



Source: Field Survey. Figure 4.4: Working hour of the Respondent

From Figure 4.4, it may say that 96% employees in Agrani Bank works for more than 8 hours. Only a small number of employee works for 8 hours.

#### 4.2.8 Training/Academic degree relating to Banking sector of the Respondent



Source: Field Survey Figure 4.5: Training/academic degree relating to Banking Sector of the Respondent

From Figure 4.5, it may say that 80% employees in Agrani Bank do not take any academic degree relating to Banking sector. Only 20% employees in Agrani Bank take any academic degree relating to Banking sector.

#### 4.2.9 Types of Degree of the Respondent

**Table 4.4: Types of Degree of the Respondent**

Types of Degree	Number	Percentage (%)
Honors /BBA	14	28
Masters/PhD/ MBA	32	64
Others	4	8
Total	50	100

Source: Field Survey.

From the above Table 4.4. It is well-defined that 64% employees are belongs to Masters/PhD/ MBA. Because most of the bank both private & Govt. wants Masters/ MBA in their recruitment advertisement. 28% employees are belongs to Honors /BBA and only 8% employees are belongs to others.

### **4.3 Descriptive Analysis of the Respondents**

#### **4.3.1 Financial Benefit**

**Table 4.5: Financial Benefit**

Perception statements in the Financial Benefit	Number of the respondent	Minimum	Maximum	Mean	Std. Deviation
Salary	50	3	5	4.46	.578
Loan Facilities from the bank	50	2	5	4.10	.974
Others Benefit	50	2	5	3.82	1.137
Amount of Bonus	50	2	5	3.98	.868
Security & pension plan	50	3	5	4.62	.530
Valid N (list wise)	50				
Average Mean				4.20	

Source: Field Survey.

Table 4.5 shows that average mean value of the Perception statements in the Financial Benefit Dimension is 4.20 on a 5 point Likert scale. This means that Financial Benefit has a positive effect on Job Satisfaction amongst the employee of Agrani Bank. So, hypothesis 1 is accepted. Majority of respondents accorded that the motivational factors influence the job satisfaction level among employees in Agrani Bank. Every employee work for money, standard salary, pension plan, Bonus etc. are essential aspects in satisfying the employees.

### 4.3.2 Compensation & Rewards

**Table 4.6: Compensation & Rewards**

Perception statements in the	Number of	Minimum	Maximum	Mean	Std.
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Compensation & Rewards	the respondent				Deviation
Relation between pay & qualification & performance	50	2	5	4.30	.762
Relation between pay & workload	50	2	5	3.70	.952
Relation between pay & position	50	2	5	4.24	.916
Valid N (list wise)	50				
Average Mean				4.08	

Source: Field Survey.

Table 4.6 shows that average mean value of the Perception statements in the Compensation & Rewards Dimension is 4.08 on a 5 point Likert scale. This means that Compensation & Rewards has a positive effect on Job Satisfaction amongst the employee of Agrani Bank. So, hypothesis 2 is accepted. Compensation & Rewards act as motivational factors that influence the job satisfaction level among employees in Agrani Bank.

### 4.3.3 Co-workers & Working condition

**Table 4.7: Co-workers & Working condition**

Perception statements in the Co-workers & Working	Number of the	Minimum	Maximum	Mean	Std. Deviation

condition	respondent				
Workload	50	1	5	2.88	1.118
Flexibility of work hours	50	1	5	3.36	.984
Relation with co-workers	50	4.	5	4.72	.453
Physical work Environment	50	3	5	4.68	.551
Valid N (list wise)	50				
Average Mean				3.91	

Source: Field Survey.

Table 4.7 shows that average mean value of the Perception statements in the Co-workers & Working condition Dimension is 3.91 on a 5 point Likert scale. This means that Co-workers & Working condition has a positive effect on Job Satisfaction amongst the employee of Agrani Bank. So, hypothesis 3 is accepted. After working for many years together take along a sense of conjoint cooperation, which is there with the bank. Most of all, employees are moderately satisfied with their support from colleagues. The Working condition act as one of the significant factors in ascertaining the employees comfort ability, proposing pleasurable condition which in the long run increase performance and job satisfaction. A good interior and exterior design will inspiration the performance of employee as well as rise productivity. Alternatively, workload, monotonous tasks and lost job flexibility are among the indications that contribute to job stress and convey a negative effect to the performance of employees.

#### 4.3.4 Career Development & Job enrichment

**Table 4.8: Career Development & Job enrichment**

Perception statements in the Career Development & Job enrichment	Number of the respondent	Minimum	Maximum	Mean	Std. Deviation

Opportunity for Promotion	50	2	5	3.48	.908
Opportunity to use new technologies	50	1	5	3.34	1.061
Receive training relevant to my job for career development	50	2	5	4.16	.911
Right of entry to organization sponsored training & seminars	50	2	5	3.82	.896
Valid N (list wise)	50				
Average Mean				3.70	

Source: Field Survey.

Table 4.8 shows that average mean value of the Perception statements in the Career Development & Job enrichment Dimension is 3.70 on a 5 point Likert scale. This means that Career Development & Job enrichment has a positive effect on Job Satisfaction amongst the employee of Agrani Bank. So, hypothesis 4 is accepted. Career Development & Job enrichment one of the motivational factors that influence the job satisfaction level among employees in Agrani Bank. By reason of proper Career Development & Job enrichment employees become enthusiastic to assist superior and they think them as obligatory part of the Bank.

#### 4.3.5 Leadership

**Table 4.9: Leadership**

Perception statements in the Leadership	Number of the respondent	Minimum	Maximum	Mean	Std. Deviation
Skill to influence Day to Day Bank Success	50	2	5	4.26	.723
Contact with your AGM	50	2	5	4.04	.832

Your AGM's Management cooperativeness & capabilities	50	3	5	4.20	.808
Your AGM's provide clear guidance	50	2	5	4.54	.705
Your AGM's handle all workers with fairness & consistency	50	3	5	4.40	.571
Valid N (list wise)	50				
Average Mean				4.29	

Source: Field Survey.

Table 4.9 shows that average mean value of the Perception statements in the Leadership Dimension is 4.29 on a 5 point Likert scale. This means that Leadership has a positive effect on Job Satisfaction amongst the employee of Agrani Bank. So, hypothesis 5 is accepted. The two -way communications between AGM and the employee can solve many internal problems and constriction in the Bank. The relationship with the AGM is a very good encouragement to expand the motivation level of the employees. Whereas managing the employees the AGM encourage the employees to implement their best capability. Furthermore, the concept of employee empowerment through the practice of enriching job which employees prerequisite to plan and control their work, giving accountability , be responsible for enhancing job satisfaction.

#### 4.3.6 Recognition

**Table 4.10: Recognition**

Perception statements in the Recognition	Number of the respondent	Minimum	Maximum	Mean	Std. Deviation
Social acceptance of this job	50	2	5	3.74	.750
Receive praise from my managers for work well	50	2	5	4.22	.887

done					
This branch is engaged in Recognition behaviors	50	2	5	4.08	1.007
Valid N (list wise)	50				
Average Mean				4.013	

Source: Field Survey.

Table 5 shows that average mean value of the Perception statements in the Recognition Dimension is 4.013 on a 5 point Likert scale. This means that Recognition has a positive effect on Job Satisfaction amongst the employee of Agrani Bank. So, hypothesis 6 is accepted. Employee recognition is the suitable, informal or formal acknowledgement of a person's or team's behavior, which has undoubtedly been further than normal anticipations. Recognition is indispensable to a prominent workplace. People want to be appreciated and esteemed for their involvement. Employee sensations the need to be recognized as an individual or member of a group and to feel a good sense of achievement for work well done or even for a courageous determination for augmenting job satisfaction.

#### 4.4 Correlation Analysis

**Table 4.11: Correlation**

	Salary	Loan Facilities from the bank	Security & pension plan	Work load	Flexibility of work hours	Physical work Environment	Skill to influence Day to Day Bank Success	Receive training relevant to my job for career development
Salary	1							
Loan Facilities from the bank	.134	1						
Security &	.714(**)	-.122	1					

pension plan								
Workload	.245	.367(**)	.059	1				
Flexibility of work hours	-.010	-.145	.189	.170	1			
Physical work Environment	.599(**)	-.015	.553(**)	.268	.179	1		
Skill to influence Day to Day Bank Success	.098	.368(**)	-.216	.292(*)	-.363(**)	-.197	1	
Receive training relevant to my job for career development	-.297(*)	-.179	-.209	-.041	.185	.145	-.095	1

Source: Field Survey.

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

\* Correlation is significant at the 0.05 level (2-tailed)

- Salary has positive correlation with Security & pension plan. Meanwhile, when salary increase, then automatically Security & pension plan increase which further creates job satisfaction among the employee of Agrani Bank.
- Workload has positive correlation with Loan Facilities from the bank. The correlation value is 0.367 which is below 0.5 shows that Loan Facilities from the bank has less impact on workload.
- Physical work Environment and Salary correlation value is 0.599 which shows positive relationship exist between Physical work Environment and Salary.
- Security & pension plan has positive correlation with Physical work Environment. The correlation value is 0.553. Since Agrani Bank is a Govt. Bank, tedious tasks overtime and stress were preponderantly present in its work environment. Security & pension plan may be act as a motivator that's why there is a relationship exists between Security & pension plan Physical work Environment.

- Flexibility of work hours has negative correlation with Skill to influence Day to Day Bank Success. From the time when Flexibility of work hours is less has an impact on to use their skill to influence Day to day bank success.
- Receive training relevant to my job for career development has negative correlation with Salary. Training relevant to Bank job has a significant impact on promotion as well as salary which is related to overall job satisfaction.

#### 4.5 Regression Analysis

**Table 4.12: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929(a)	.864	.732	.26763

Source: Field Survey.

a Predictors: (Constant), Financial benefits, compensation & Rewards, Co-workers & working condition, Career Development & Job enrichment , Leadership, Recognition

**Table 4.13: ANOVA (b)**

Model		Sum of	df	Mean Square	F	Sig.

		Squares				
1	Regression	11.329	6	.472	6.590	.000(a)
	Residual	1.791	43	.072		
	Total	13.120	49			

Source: Field Survey.

a Predictors: (Constant), Financial benefits, compensation& Rewards, Co-workers & working condition, Career Development & Job enrichment , Leadership, Recognition .

b Dependent Variable: Job Satisfaction Level

From Table: 15 & 16 it would be said that, The F-statistics for this study is significant at 1 percent level (Sig.  $F < 0.1$ ), showing the fitness of the model .it can be observed that the R Square is 0.864, representing 86.4 percent of the Job Satisfaction can be explained by Financial benefits, compensation& Rewards, Co-workers & working condition, Career Development & Job enrichment, Leadership, Recognition.

**Table 4.14: Coefficients (a)**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-1.221	1.422		-1.101	.277
Financial benefits	.024	.116	.032	.207	.004
Compensation & Rewards	.012	.105	.257	.114	.016
Co-workers & working condition	-.052	.117	-.069	-.440	.362
Career Development & Job enrichment	.081	.118	.106	.690	.494
Leadership	.161	.112	.218	1.441	.007
Recognition	.527	.141	.573	3.750	.000

Source: Field Survey.

a Dependent Variable: Job Satisfaction Level



From this coefficient analysis, we conclude that Financial benefits, compensation & Rewards, Leadership has statistically significant (significance value is less than 0.05) effect on overall Job Satisfaction. Moreover, Career Development & Job enrichment has positively associated with overall Job Satisfaction because beta value represents the slope means nature (Positive/Negative) of relationship. On the other hand, Co-workers & working condition has negatively associated with overall Job Satisfaction. Recognition has no significant impact on overall Job Satisfaction.

#### **4.6 Regression line**

$$Y = -1.221 + 0.024 X_1 + 0.012 X_2 - 0.052 X_3 + 0.081 X_4 + 0.161 X_5 + 0.527 X_6$$

From the regression coefficient we can say that Financial benefits, compensation & Rewards, Career Development & Job enrichment, Leadership, Recognition significantly to achieve job satisfaction. Moreover, Co-workers & working condition, has somewhat negative impacts in accomplishing job satisfaction.

#### **4.7 Concluding Notes**

This chapter discusses the Socio-demographic profile of the respondent, descriptive analysis, correlation analysis and regression analysis of the respondent.

## CHAPTER- 5

### PROBLEMS, CONCLUSION, RECOMMENDATIONS & LIMITATION OF THE STUDY

#### 5.1 List of Problems

- promotion opportunity is narrower in the upper levels
- High Workload & High Customer Pressure
- Sometimes Salary is not enough to keep up the living standard of employees
- Working environment & areas is too small for working.
- Absence of recognition for good work
- absence of incentive bonus

#### 5.2 Conclusion

Agrani Bank plays a significant role in the banking sector as well as in our economy. Job satisfaction can be a vital indicator of how employees feel about their jobs, as well as a good forecaster of employee's work activities in terms of commitment to the Bank. Employee job satisfaction can increase service quality and enhance employee satisfaction. In this context, policy makers and managers have turned their responsiveness to be responsible for different kinds of facilities to their employees with the purpose of satisfy their employees. This study examined the factors affecting job satisfaction amongst the employee of Agrani Bank as well as some problems that employee faces with their Job. The results put forward that the factors had pleasingly described job satisfaction and that the policy makers and managers should emphasis on the factors that impact employee job satisfaction & also to give concentration to their problems that employee recognized, if they want to augment their Banking service better. On the Basis of the results for the standardized values, it is seen that Financial benefits, compensation& Rewards, Career Development & Job enrichment, Leadership,

Recognition are key factors affecting employees job satisfaction while socio-demographic profiles of the employees have no significant effects on the level of job satisfaction of the employee of Agrani Bank. The factor of Co-workers & working condition is also proven to have significant impact amongst the employee of Agrani Bank. From the Regression coefficient, it can be said that a good work environment and good work conditions can impact on employee job satisfaction as Agrani Bank is a Govt, Bank. The importance and the need is therefore describing or defining the physical working environment by identifying those elements or dimensions that make up the physical working environment. Agrani Bank must be acknowledged and valued because total success of the bank be determined by on the employees' performance, efficiency, honesty, persistence and reliability. Therefore, distinctive care should be taken to intensification and continue their level of job satisfaction and by this means backing them to rise their efficiency and productivity meanwhile they are playing a dynamic starring role in the economic progress of Bangladesh. Job satisfaction among bank employees to the overall bank performance turn out to be even more significant under the confronting Global challenge.

### **5.3 Recommendation**

Based on this some recommendations are given below for the enhancement of Job satisfaction amongst the employee of Agrani Bank:

- A friendly and helpful atmosphere should be continued in the working place so that officers can enjoy their job. The cooperative attitude of co-workers to each other should be maintained. Notwithstanding this, the Bank authority should think positively and take care of it so that the satisfaction level can be reach to an acceptable level.
- The top level management of bank should observe the existing pay structure, as study discloses that many respondents are somewhat satisfied with their salary. So, the Bank should try to provide the competitive pay structure bearing in mind Bank working situation.
- To create favorable work environment for the employees in Agrani Bank. AGM should guide on employees to communicate effectively, construct a good inter personal environment within the Bank, ensuring suitable working condition.

- It is intensely suggested that the Bank first understand the employee's welfare, their financial issues, their interest of sphere, their problems, their problems and how much time is dedicated to their personal life, the exploitation in workplace.
- Nevertheless, most of the employees are somewhat satisfied with the promotional policy which is basically based on seniority and length of work. It is acclaimed that that the Bank should try to implement the promotional policy based on both seniority as well as performance so that the young and energetic employees are encouraged to perform better in their job.
- To upturn the morale of the employee it is prerequisite to make their job more interesting and manager should always apprise employees for doing a good job.
- Agrani Bank management needs to pay attention on the problems of the employee for the better Banking service & the solution should be made quickly for their advancement.
- Over-all, there should be planning for different kind of rewards for better performance. It will encourage them to take accountability and also will progress their enthusiasm to perform better- another recommended adjustment to management style.
- It is recommended that future studies to be pursued to more explore the probable relationships and effects these variables such as family members, weekly leave, working hour, year of involvement, field of specialization with personal problems etc.

#### **5.4 Limitation of the Study**

A wholehearted effort was applied to conduct the study work and to bring a reliable and

fruitful result. In spite of best efforts there were limitations that acted as barriers to conduct the study:

- It is the most important difficulty of obtaining exact response from the respondents as most of the employees did not give appropriate answer to the questions because they assume it will be revealed to others.
- A study that encloses interview of 50 Respondents cannot conclude anything accurately and as such, the survey is subjected to the bias and prejudices of the respondents.
- Respondents were very busy. Because of the busy schedule, most of the cases respondents were not capable to give enough time for personal interview.
- There is no exact source of collecting necessary data due to the lack of Research and Development Department in banking sector.
- Many respondents imagine that it is of no value to provide time to answer such questions which eventually gives nothing as result.
- Secondary data are not much available on this topic.
- For the success of the survey, I had to play a vital role in carrying out the fieldwork with shortage of time and fund

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