Internship report

On

Employee Engagement and Retention Strategies of Jamuna bank

Date of Submission: 01.01.2025

Prepared for:

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Assistant Professor

Department of Business Administration

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Prepared by:

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ID: 211-11-6640

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Daffodil International University

Letter of Transmittal

Date: 01.01.2025

To,

Ms Sunjida Khan

Assistant Professor

Daffodil International University

Subject: Submission of internship report.

Dear mam,

With due respect, I would like to notify you that it is a great pleasure and privilege for me to deliver the internship paper named “Employee Engagement and Retention Strategies of Jamuna Bank PLC”. Which has been assigned to me as a prerequisite for completing the BBA program.
I am quite grateful to you for your assistance and support in the production of this paper at every level. If you check over my work in the study, please provide me further suggestions for a report to me better it.

Mohibul

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Mohibul Islam

ID: 211-11-6640

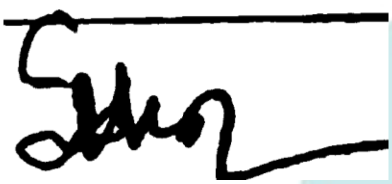
Department of Business Administration

Faculty of Business & Entrepreneurship

Supervisor's Declaration

This is to advice you that Mohibul Islam, ID 211-11-6640, a student of Daffodil International University, has completed the internship report under my supervision. He worked as an intern at Jamuna Bank Plc, at Staff Quarter branch in Demra and wrote the paper titled "Employee Engagement and Retention Strategies of Jamuna Bank PLC" as a requirement for completing the BBA graduation

He has tasked with delivering the paper. He has a high moral character and a warm demeanor. It was a pleasure to work with him. I wish him the best of luck in his future endeavors.



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Ms Sunjida Khan

Assistant professor

Department of Business Administration

Faculty of Business & entrepreneurship

Daffodil International University

Student's Declaration

I, Mohibul Islam, a BBA student at Daffodil International University, thus declare that the internship study on "An Assessment of Employee Engagement and Retention Strategies of Jamuna Bank PLC" was prepared only for academic purposes.

I further promise that the study stated in this intern role is unique and that no portion or full of the document has been submitted to any other college or foundation for any degree, grant, or other reason.

My work does not violate any patents. As a result, the University's repayment of any misfortune or loss caused by my failure to do so without taking any responsibility.

Mohibul

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Mohibul Islam
ID: 211-11-6640
Department of Business Administration
Faculty of Business Entrepreneurship
Daffodil International University

Acknowledgment

I’d want to express my thankfulness to Almighty Allah for this unfathomable goodness. The success of my analysis is due to efforts of many people who have encouraged, motivated, and led my work from the beginnings to the end.

“I would like to express my heartfelt gratitude to my Supervisor Ms Sunjida Khan, Assistant professor, for enabling me to give my Internship Report on “Employee Engagement and retention strategies”. It would have been difficult for me to carry out the plans and processes for this report without his constant support and fortitude.

I would like to thank “Jamuna Bank Plc, Human Resource Division, Head office, and Staff Quarter branch, Demra in particular for allowing me to finish my internship at this bank. I’d also want to thank them:

Mohammad Jasim Uddin, Jamuna bank Plc, Staff Quarter Branch, Demra, Branch Manager

Fahmida Sultana Rumi, Jamuna bank Plc, Staff Quarter Branch, Dema, Deputy Manager

I’d also like to thank Esrat Emrose Emra, Fahima Akter (Assistant Officer), Moni Akter (Sales Executive) and everyone at Staff Quarter Branch in Demra who has been very kind and accommodating to me.

Finally, my heartfelt gratitude goes to everyone who has been directly or indirectly involved in the completion of the internship and drafting of this report.

Executive Summary

This study explicitly reviewed the “Employee engagement and Retention strategies of Jamuna Bank Plc”, Staff Quarter Branch, Demra, with a focus on employee Satisfaction.

An attempt to familiarize Jamuna Bank PLC with operation functions. The purpose is to build strategic and productive procedures for all functions by defining Jamuna Bank PLC’s Strengths and shortcomings.

This study is based on three months of experience working at Jamuna Bank PLC, Staff Quarter Branch, Demra. Jamuna Bank Plc offers the following accounts to help customers achieve their goals:

- Current account
- Savings account
- Fixed Deposit
- Short-term deposits
- Loan facilities
- Online banking

All other deposits approved by Head office.

Jamuna Bank’s customers are very satisfied to their service and they are loyal to them. They trust their banking system. Jamuna Bank knows what their customer want they study their customer indentations to make their experience smoother. Jamuna Bank PLC has a track recode of success ass a partner. JBL (Jamuna bank limited) core strengths include straightforward and quick decision-making, an efficient performance team, satisfied client, online banking, robust monitoring, investment diversification, and so on.

Jamuna bank Limited provide financial services with a top leadership and management function. Following this internal investigation, I observed that the majority of Jamuna Bank Plc’s customer/clients are pleased with the quality of service provided. As a result, the quality of Jamuna Bank services is projected to increase day by day and become more popular among people in the future.

Table of Contents

Chapter:1(Introduction)

1.1 Background of the study:

This Study "Employee engagement and retention Strategic of Jamuna Bank plc". The internship program is designed to encounter the requirements of the BBA program. During this internship, I had a countless opportunity to learn about the banking sector and many types of banking activities.

This report "Employee Engagement & Retention Strategic of Jamuna Bank PLC" was written by me.

1.2 Origin of the report:

The origin of the report on Jamuna Bank PLC's employee engagement and retention strategy expected from the organization's commitment to enhancing its workforce management practices to align with its strategic goals. Operating in a competitive financial sector, the bank identifies the critical importance of retaining skilled employees and encouragement their engagement to drive productivity, customer satisfaction, and organizational growth. The need for a report may have been influenced by factors such as industry trends, internal challenges similar high turnover rates, and insights since employee feedback. Additionally, compliance with labor regulations, alignment with corporate governance principles, and benchmarking against industry best practices probable played significant roles in starting the report. Furthermore, organizational transformation efforts, such as digitalization or cultural shifts, may have been highlighted the necessity of a comprehensive strategy to address employee desires. Ultimately, the report represents a data-driven and research-informed approach to ensuring a motivated, satisfied, and stable workforce.

1.3 Scope of the study:

Jamuna Bank PLC would focus on understanding the factors that effect employee motivation and job satisfaction. Because the Internship period was so limited it was difficult to address all of the strategies for how Jamuna Bank handled these situations. Jamuna Bank has many methods of employee retention in which they pay special attention to the desires of the employees and in the recruitment of employees they carefully select and appoint talented employees.

1.4 Objectives of the study:

The purpose of this study is to direct the study and understanding of Jamuna Bank PLC'S employee engagement and retention strategies. These goals deliver a detailed, measurable, and planned structure for addressing the study enquiries and examining pertinent data.

1. To discover the Employee Engagement and Retention Strategies of Jamuna Bank Limited.
2. To find the challenges related to Employee Engagement and Retention Strategies at Jamuna Bank Limited.
3. To recommend strategies for improving employee loyalty.
4. To conduct a SWOT analysis of Jamuna Bank Limited's Employee Engagement and Retention Practices.

1.5 Methodology of the study:

The decision to gather numerous main and secondary data was made to conform the certain guidelines and monitoring protocols correctly and clearly to complete the paper. To make the study more practical, two types of data were used. These are:

Primary Source:

- One to one conversation with the employees.
- Information was collected based on employees everyday experience.
- Observe the employees in their work environment to understand their workflows.

Secondary source:

- Website of the Jamuna Bank PLC.
- Various reports on Jamuna Bank PLC.
- Other professional reports.
- Customers Opinion.
- Employees opinion, suggestion, Direction.

1.6 Limitations of the study:

In an internship report, limitations generally refers to the challenges faced during my internship experience that could have influenced the range, comprehensiveness, Below are some typical limitations that might encounter in an internship report:

- Access to comprehensive internal data, such as employee performance metrics, exit interview records have been limited due to confidentiality policies.
- The duration of the internship was insufficient to conduct an in-depth analysis of engagement and retention strategies.
- The study was based on a limited number of employees reducing the possibility of the findings.
- Employee feedback obtained through interviews contained biases, as participants hesitated to share honest opinions.
- cooperation from employees delayed the collection of comprehensive data.

Chapter:2(Overview of the Organization)

2.1 History of Jamuna Bank PLC:

Jamuna Bank PLC is a third-generation bank in Bangladesh, dedicated to embracing alteration and creating permanent customer value. It was established under the Companies Act, 1994, the bank has it's headquarters at the prestigious Jamuna Bank Tower, located at Gulshan-1. The Bank commenced our actions on the 3rd of June 2001.The Bank's commitment to serving trade, commerce, industry, and the overall business landscape of Bangladesh is unwavering. Jamuna Bank PLC provides financial support to entrepreneurs for establishing promising new projects and upgrading existing industrial components. It was founded by a group of honored local entrepreneurs with a strong reputation in trade, commerce, industry, and business, the Bank is proud to contribute to the nation's growth. It offers both conventional and Islamic banking services through specific branches. At Jamuna Bank, highly educated and professional team, with expanded experience in finance and banking, ensures that understand and anticipate its customers evolving needs. To keep pace with changing customers requirements, the Bank continuously develop strategies and announce innovative products. Its unwavering commitment to quality service has earned us a notable reputation as service providers in our country. With a robust IT backbone, the Bank have real-time online banking branches in both city and rural areas throughout Bangladesh. In addition to traditional delivery channels, the Jamuna Bank offers ATMs, including shared ATMs with partner banks and consortiums across the country.

2.2 Overview of Jamuna Bank PLC:

Jamuna Bank PLC is a private bank in Bangladesh that offers banking services including corporate and retail banking, small and medium size enterprise, Islamic banking, specialized loan products. The bank also has ATM services across the country.

Jamuna bank also give the customer to withdraw amount which is send to them from abroad like WESTERN UNION.

Jamuna Bank also provide digital banking services such as Mobile Banking. Jamuna bank has their own app called "SHADIN JAMUNA". Customer can remotely control their account. The bank's mission emphasizes customer satisfaction, financial inclusion and operational excellence, aiming to contribute to Bangladeshi's economic growth.

2.3 Branch Employee Information:

Bank Name: Jamuna Bank PLC

Branch Name: Staff Quarter

Address: Haji Hossain Plaza, Demra Road, Demra, Dhaka

Head Manager: Mohammad Jasim Uddin

Deputy Manager: Fahmida Sultana Rumi

Cashier: 04

Number of Employees: 14

E-mail: manager.staffquarter@jamunabank.com.bd

District: Dhaka

Service Hours: Sunday to Thursday (10:00 AM – 4:00 PM)

2.4 Vision:

The Jamuna Bank's vision is to emerge as a premier banking institution, and make a meaningful contribution to the nation's development.

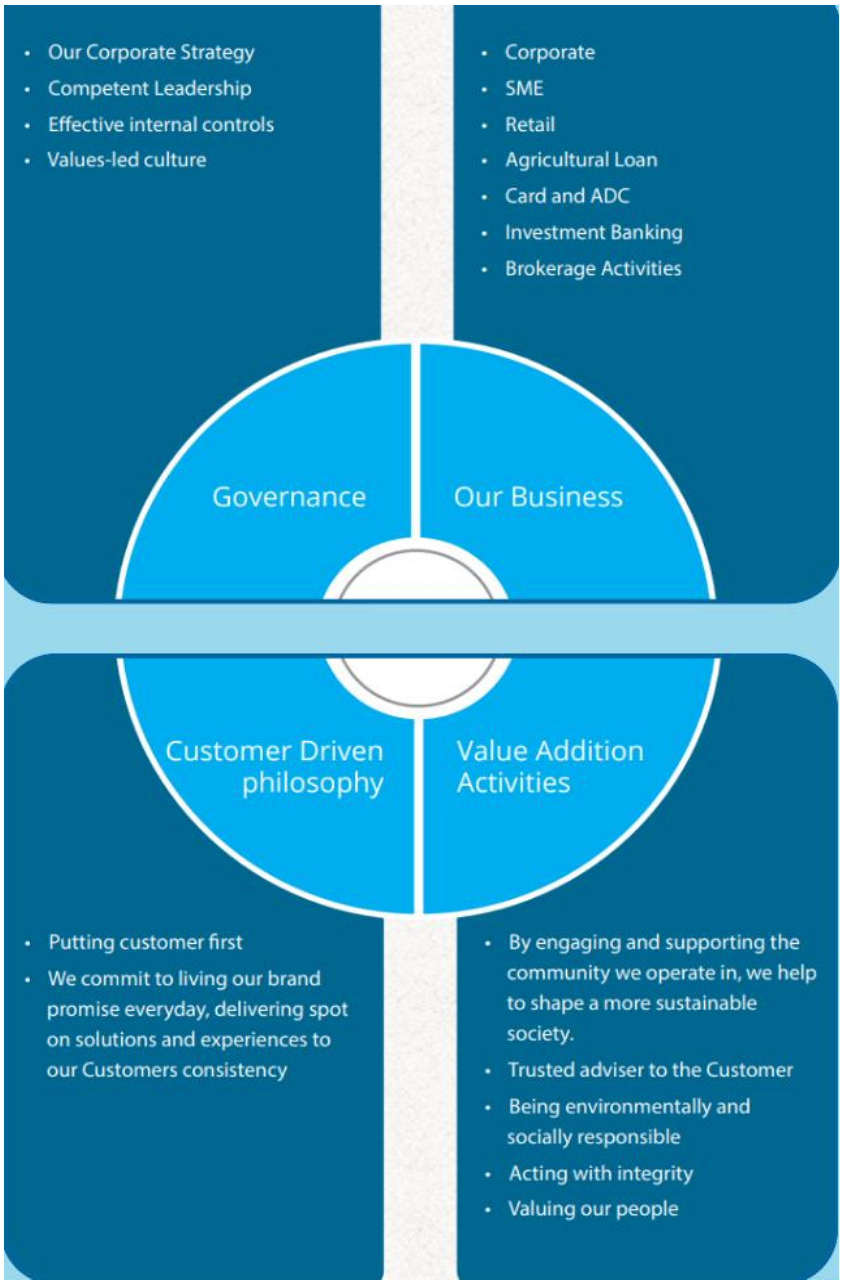
2.5 Mission:

The mission of Jamuna Bank-

- Committed to addressing the diverse needs of customers through a wide range of products.
- Offering products and services at competitive prices.
- Leveraging appropriate technology to enhance service delivery.
- Ensuring prompt and efficient service to customers.
- Striving for sustainable growth in all operations.
- Delivering a reasonable return to stakeholders.

- Contributing to the economic development of the country.
- Empowering a motivated and professional workforce to achieve organizational goals.

2.6 Strategic Business Plan:



The Jamuna Bank Business Strategic Plan

2.7 Commitments:

- Jamuna Bank PLC (JBL)aims to provide a variety of products and services at competitive prices to meet the needs of its customers.
- JBL focuses on keeping the quality of its assets rather than expanding aggressively.
- Maintaining satisfactory liquidity to meet its commitments and obligations.
- Keeps the risk position at an acceptable level.
- It aims to provide timely service to its customers.
- JBL uses appropriate technology to provide its services.
- Jamuna Bank aims to contribute to the development of the country.

Chapter:03

Theoretical Framework

3.1 Human resource management of Jamuna Bank:

Once HR planners have gathered data from both internal and external sources, they expect the need for workforce. How many and what kind of employees will be required to implement the organization's future goals? These predictions are based on past and current data and assumptions about the future. Various approaches to estimating workforce needs rely on different assumptions. Common assumptions include that previous patterns and relationships between variables will persist; that the productivity ratio remains stable (or follows a predictable trend) as production volume increases; and that the organization's business strategies, sales projections, and similar factors accurately represent what is likely to occur. In highly unpredictable industries, these assumptions might not hold true. It is always advisable to clearly outline these assumptions when forecasting and to place more confidence in the forecast itself than in the assumptions on which it depends.

3.2 Recruitment and selection:

Jamuna Bank Limited is one of the private commercial banks in Bangladesh. The bank does not have its own recruitment and selection policy. Instead, it adheres to the recruitment and selection guidelines established by Bangladesh Bank (BB). BB mainly relies on advertisements in media outlets like daily newspapers to inform potential candidates. Applicants must be Bangladeshi citizens, at least 18 years of age, and physically capable of performing the job. Recruitment for officer positions and other roles is conducted either through direct hiring or through promotions. Additionally, BB follows these key recruitment principles:

- Hiring skilled and competent individuals.
- Ensuring decisions are not influenced by external opportunities.
- Providing fair employment opportunities.

3.3 Selection Process of Jamuna Bank PLC:

3.4 Training and Development:

Training for new employees is vital because it helps them obtain essential skills specific to the job they are assigned to. Development, on the other hand, focuses on enhancing capabilities to prepare employees for future roles, typically in leadership or management positions.

Objectives of Training:

Like any organization, Jamuna Bank and its workforce have confident goals. The objectives of the organization and the individual employees are interrelated and mutually supportive. Therefore, training programs are designed to achieve both organizational and individual goals. These objectives can be broadly categorized into two main groups.

3.5 Compensation and employee benefits:

Compensation comprises both financial and non-financial rewards that employees receive in acknowledgment of their efforts, including base pay, bonuses, perks, and equity-based rewards. Employee benefits, in contrast, refer to non-monetary perks designed to enhance well-being and maintain a healthy work-life balance, such as medical coverage, retirement schemes, vacation days, and wellness initiatives. These elements are essential tools for attracting and retaining skilled professionals, while also motivating employees to excel in their roles.

This all-encompassing compensation package not only attracts high-caliber talent but also creates an environment where employees are inspired to perform at their peak, fostering a positive and productive workplace culture. Incentives and bonuses serve as lasting recognition for commitment and exceptional results, while health benefits provide vital medical support for employees and their dependents.

Together, these components create a robust and supportive compensation framework that benefits both the employees and the organization as a whole.

3.6 Employee Engagement:

There are two types of employee engagement in Jamuna Bank PLC:

1) **Actively Engaged**
2) **Not Engaged**

1. **Actively Engaged:** Employees who has proper equipment and work-environment are more engaged at work, which improves the company's revenue. Most of the employees has their own computer and their own working space so that they can work freely. That positive environment inspires them to work more diligently.

However, this case is not the same for everyone at this branch. At the front desk, there are three female employees who has to deal with the first line of customers (account opening, balance check, deal with customers, etc.) The problem is they have only one computer so customer often gets frustrated but they manage somehow that's their unique skill. So, they are actively engaged but they don't have proper equipment to keep up with the flow.

2) **Not Engaged:** There are staff who help the employee they are like a helping hand, but they are mostly not engaged in their work. Sometimes employees called them but they didn't respond infect sometimes deputy manager called them but they didn't response. They are mostly the inactive staff in this branch of Jamuna Bank. I learned that they are not engaged in their work because of the salary they get from the bank. The

salary is low to their expectation, after years of serving but their salary didn’t promote that much which is the main reason for their disengagement.

3.7 Employee retention at Jamuna Bank PLC:

Employee retention is a key strategic priority for Jamuna Bank PLC, aimed at maintaining a productive and talented workforce while minimizing turnover. The bank achieves this by creating a positive and engaging work environment that fosters loyalty and professional growth. Retaining skilled employees not only ensures operational continuity but also strengthens team cohesion and trust within the organization. Jamuna Bank understands the importance of employee retention in sustaining long-term success and achieving organizational goals.

To reduce turnover and enhance engagement, Jamuna Bank emphasizes several critical areas:

- **Competitive Compensation and Benefits**
  The bank offers competitive salaries, performance-based incentives, and a robust benefits package that includes healthcare, retirement plans, and paid leave. These financial and non-financial rewards ensure that employees feel valued and secure in their roles.
- **Work-Life Balance Initiatives**
  Jamuna Bank promotes a healthy work-life balance by providing flexible working hours, wellness programs, and family-friendly policies. This approach reduces burnout, enhances job satisfaction, and helps employees maintain productivity and focus.
- **Recognition and Appreciation**
  Regular recognition of employee contributions is a cornerstone of Jamuna Bank's retention strategy. This includes performance awards, public acknowledgment, and career growth opportunities that demonstrate the bank's commitment to its workforce.
- **Opportunities for Career Development**
  Jamuna Bank invests in its employees' professional growth through training programs, skill development workshops, and mentoring initiatives. Clear career progression pathways ensure employees see long-term opportunities within the organization, reducing the risk of turnover.
- **Strong Organizational Culture**
  The bank fosters a supportive and inclusive workplace culture where employees feel

respected and empowered. Open communication, ethical leadership, and team-building activities contribute to a sense of belonging and purpose.

- **Team Cohesion and Trust**

  By encouraging collaboration and teamwork, Jamuna Bank builds cohesive units where employees trust and depend on one another. This sense of camaraderie enhances workplace morale and productivity.

- **Minimizing Turnover Costs**

  High turnover rates can harm the bank by increasing recruitment costs, interrupting workflow, and causing the loss of institutional knowledge. Jamuna Bank mitigates these issues by prioritizing retention and ensuring smooth transitions when employees do leave.

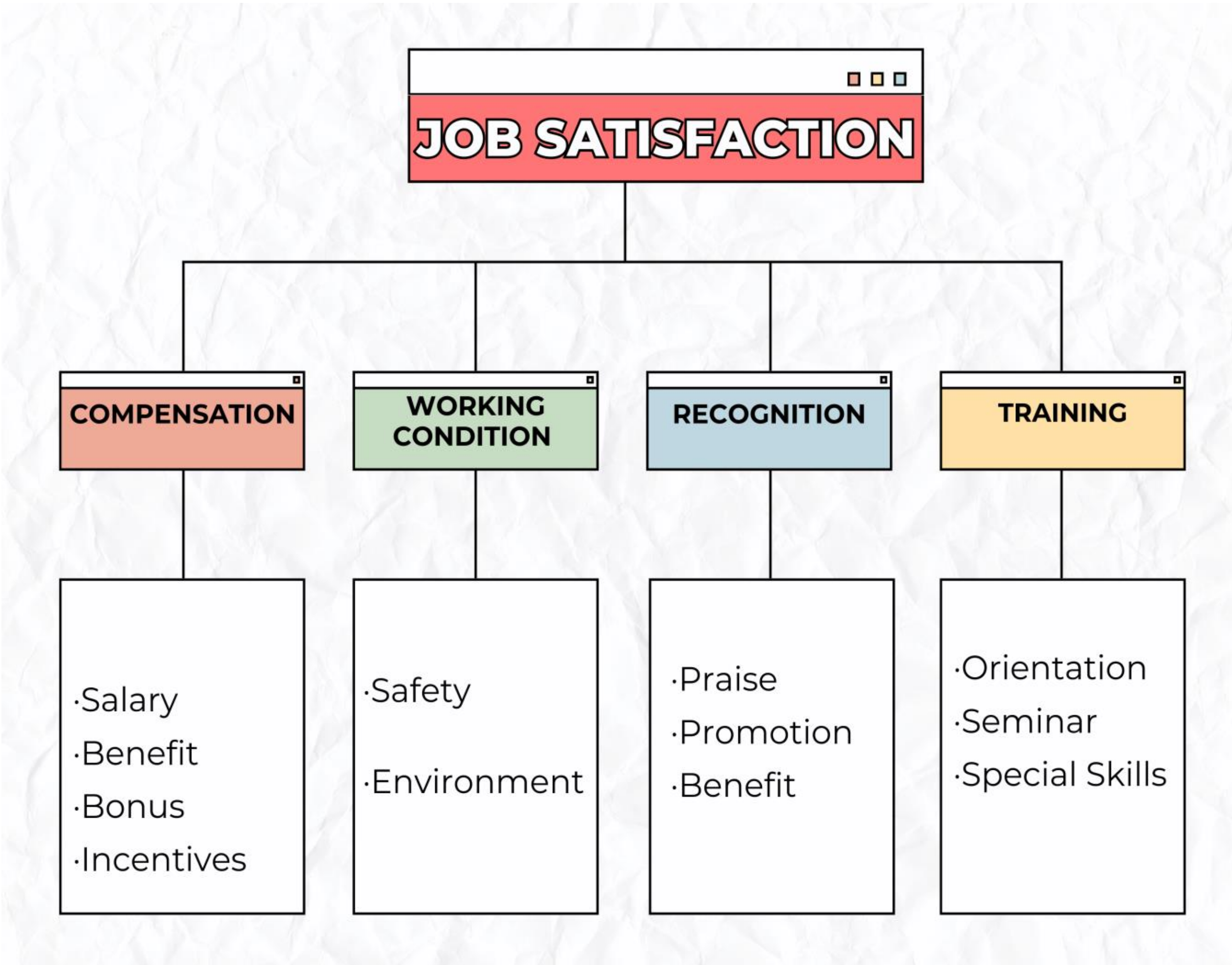
- **Employee Feedback Mechanisms**

  Jamuna Bank regularly seeks employee input through surveys, town halls, and feedback sessions. By addressing employee concerns and implementing suggestions, the bank strengthens employee engagement and satisfaction.

- **Morale and Continuity**

  Jamuna Bank recognizes that employee departures can negatively affect team morale and productivity. Proactively addressing retention reduces disruptions and ensures that the organization can continue to operate efficiently and effectively.

3.8 Frame-work of Employee Job Satisfaction:



Jamuna Bank's Employee job Satisfaction Framework

Chapter:04(Analysis)

4.1 Objectives of the Human Resource Management of Jamuna Bank PLC:

Human Resource Management (HRM) at Jamuna Bank PLC is designed to align the bank's workforce strategies with its overall organizational goals. The HRM department focuses on creating a motivated, skilled, and engaged workforce to ensure operational efficiency and sustainable growth. The key objectives of HRM at Jamuna Bank are as follows:

➢ **Recruitment and Talent Acquisition**

- Attracting and hiring skilled professionals who align with the bank's values and objectives.
- Ensuring a fair and transparent recruitment process to build a diverse and qualified workforce.

➢ **Employee Training and Development**

- Facilitating continuous learning opportunities through training programs, workshops, and certifications to enhance employee skills and competencies.
- Preparing employees for leadership roles and ensuring they are equipped to meet future challenges.

➢ **Performance Management and Recognition**

- Implementing effective performance appraisal systems to evaluate and reward employees based on their contributions.
- Recognizing and appreciating high performers to foster motivation and drive excellence.

➢ **Retention and Engagement**

- Reducing turnover by fostering a positive work environment and offering competitive compensation and benefits.
- Encouraging employee engagement through team-building activities, feedback mechanisms, and open communication.

➢ **Compensation and Benefits Management**

- Designing and managing competitive salary structures, bonuses, and benefits to attract and retain top talent.
- Offering comprehensive employee benefits, including healthcare, retirement plans, and work-life balance initiatives.

➢ **Strategic Workforce Planning**

- Aligning workforce capacity with the bank's long-term strategic goals.
- Anticipating future talent requirements and developing strategies to meet those needs effectively.

➢ **Employee Relations and Compliance**

- Building a harmonious work environment by addressing employee concerns promptly and maintaining healthy employer-employee relations.
- Ensuring compliance with labor laws, regulations, and ethical standards to maintain organizational integrity.

➢ **Organizational Culture and Change Management**

- Cultivating a culture of inclusivity, collaboration, and innovation within the bank.
- Supporting employees in adapting to organizational changes and embracing new technologies or processes.

➢ **Leadership Development**

- Identifying high-potential employees and providing them with opportunities to grow into leadership roles.
- Encouraging a strong leadership pipeline to support the bank's succession planning efforts.

➢ **Enhancing Productivity and Efficiency**

- Streamlining HR processes through the adoption of technology and data-driven decision-making.
- Ensuring employees are assigned roles that match their skills and capabilities for maximum productivity.

4.2 Current Practices in Employee Engagement:

- Jamuna Bank PLC emphasizes employee engagement as a vital strategy to enhance productivity, job satisfaction, and organizational loyalty. The bank fosters open communication by encouraging feedback through regular surveys, suggestion boxes, and transparent dialogue between employees and senior management. Competitive compensation packages, including market-aligned salaries, performance-based bonuses, and comprehensive benefits like health insurance and retirement plans, ensure employees feel valued. The bank invests heavily in training and development by offering workshops, skill enhancement programs, and leadership training to prepare employees for future roles. Recognition plays a key role in engagement, with initiatives such as "Employee of the Month" awards, milestone celebrations, and performance-based incentives to acknowledge hard work and dedication.
- To promote work-life balance, Jamuna Bank provides flexible work arrangements, generous leave policies, and wellness programs focused on physical and mental health. Employees are actively involved in decision-making processes, including team-based projects and strategic planning sessions, which instill a sense of ownership and

collaboration. Social and community activities, such as corporate social responsibility (CSR) engagements and team-building events, further strengthen the bond among employees.

- The bank also leverages technology-driven tools like HR portals and internal communication platforms to streamline engagement and foster a sense of community. Diversity and inclusion remain a priority, with efforts to provide equal opportunities and celebrate cultural and national events. Additionally, career growth is supported through internal promotions and cross-departmental assignments that enhance skills and encourage professional development. These practices collectively create a positive work environment, ensuring that employees remain motivated and committed to the bank's success.

4.3 Current Practices in Employee Retention:

Jamuna Bank employs several effective practices for employee retention, focusing on creating a supportive and growth-oriented work environment. The bank emphasizes competitive compensation packages, including performance-based incentives and benefits, to attract and retain talent. Regular training and development programs are conducted to enhance employee skills and career growth opportunities. Jamuna Bank also promotes a culture of recognition, ensuring employees feel valued for their contributions through awards and acknowledgment programs. Additionally, the bank prioritizes employee engagement by maintaining open communication channels and encouraging feedback. Flexible working arrangements and a focus on work-life balance further contribute to job satisfaction, reducing turnover rates. These practices collectively create a positive workplace atmosphere, fostering loyalty and long-term commitment among employees.

In short:

Employee retention is a critical concern for organizations, and current practices include:

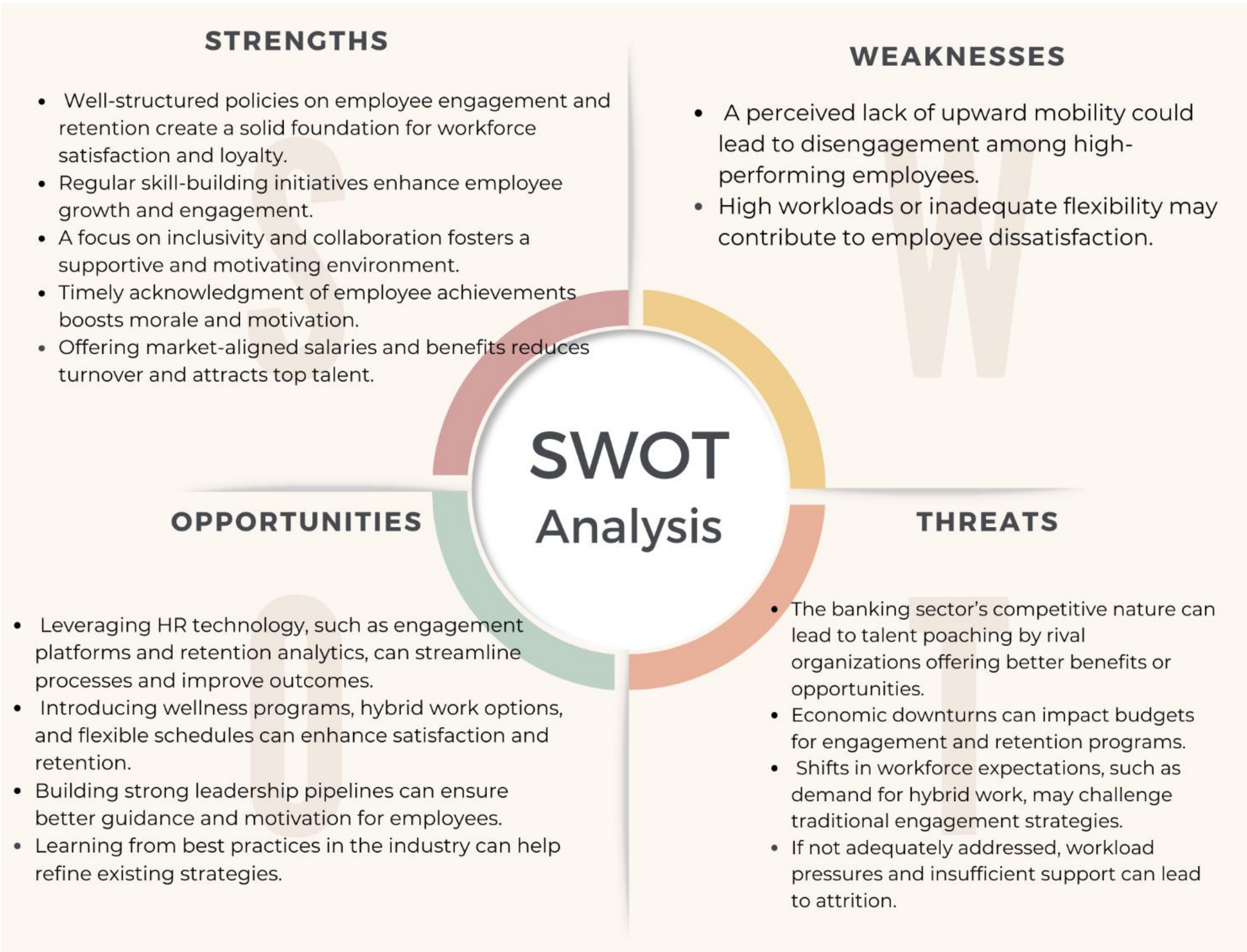
- **The 3 R's**: Respect, recognize, and reward employees

- **Building engagement**: Build employee engagement and create a culture employees want to be part of.
- **Onboarding**: Create an exceptional onboarding experience.
- **Professional development**: Provide avenues for professional development.
- **Compensation and benefits**: Offer competitive compensation packages.
- **Work/life balance**: Provide a good work/life balance.
- **Feedback**: Provide frequent feedback, including recognition.
- **Advancement opportunities**: Provide opportunities for advancement.
- **Recruiting**: Recruit the right employees.
- **Reskilling**: Reskill employees.

4.4 SWOT analysis of engagement and retention strategies:

SWOT analysis is a strategic planning tool used by organizations to identify and evaluate their **Strengths, Weaknesses, Opportunities, and Threats** in relation to their business or a particular project. It helps in understanding the internal and external factors that can impact decision-making and overall strategy.

Here is the SWOT analysis of Engagement and Retention Strategic of Jamuna Bank:


STRENGTHS
Well-structured policies on employee engagement and retention create a solid foundation for workforce satisfaction and loyalty.
Regular skill-building initiatives enhance employee growth and engagement.
A focus on inclusivity and collaboration fosters a supportive and motivating environment.
Timely acknowledgment of employee achievements boosts morale and motivation.
Offering market-aligned salaries and benefits reduces turnover and attracts top talent.
WEAKNESSES
A perceived lack of upward mobility could lead to disengagement among high-performing employees.
High workloads or inadequate flexibility may contribute to employee dissatisfaction.
SWOT
Analysis
OPPORTUNITIES
Leveraging HR technology, such as engagement platforms and retention analytics, can streamline processes and improve outcomes.
Introducing wellness programs, hybrid work options, and flexible schedules can enhance satisfaction and retention.
Building strong leadership pipelines can ensure better guidance and motivation for employees.
Learning from best practices in the industry can help refine existing strategies.
THREATS
The banking sector's competitive nature can lead to talent poaching by rival organizations offering better benefits or opportunities.
Economic downturns can impact budgets for engagement and retention programs.
Shifts in workforce expectations, such as demand for hybrid work, may challenge traditional engagement strategies.
If not adequately addressed, workload pressures and insufficient support can lead to attrition.

Chapter:05 Findings

5.1 Findings:

Based on the findings presented in the internship report regarding the Employee Engagement and Retention practices of Jamuna Bank PLC (JBL), the following observations are made to enhance employee satisfaction and reduce turnover, thereby contributing to the overall success of the organization:

JBL is one of Bangladesh's leading financial institutions. However, as an intern, it is challenging to propose immediate solutions without addressing the critical issues impacting employee engagement and retention. Employee engagement is a key driver of organizational performance in today's competitive business environment. During the internship, various data were collected that highlight areas where JBL's practices need improvement, including fostering a more inclusive workplace culture, offering competitive compensation and benefits, implementing professional development programs, and addressing the high turnover rate, which undermines employee morale and organizational efficiency. The following problems are found and given below:

- The total number of employees in comparison with what is needed is very short. This is hampering the daily operation of the bank.
- There is hardly any arrangement for training of lower level employees.
- The number of branches are not enough to serve the people of all places of the Country.
- The salary structure of the bank is not impartial. There is a wide gap between the officers and the staff. That’s why the rate of switching is so high.
- Turnover rate is not proficient as per JBL target.
- The JBL Employees are hardworking. They do enough work for the company according to their skills so that the company does not suffer any loss.

Chapter:06 Conclusion & Recommendation

6.1 Conclusion:

Employee engagement and retention are critical factors influencing an organization’s overall success. Engaged employees are more productive, innovative, and committed to their work. Retain top talent ensures continuity, reduces costs associated with turnover, and preserves valuable institution knowledge. At last, Effective employee engagement and retention strategies require a holistic approach that addresses various aspect of the employee experience. Organizations should prioritize building a positive work culture, providing opportunities for growth and development, establishing strong leadership and management practices, enhancing employee recognition and rewards, improving work-life balance, fostering employee engagement through communication and involvement, and establishing employee support and assistance programs.

6.2 Recommendation:

- A handsome number of staffs and officers are necessary to be appointed very soon for maintaining the normal flow of work.
- Employee Engagement and Well-Being Should be developed and implemented initiatives to enhance employee engagement and job satisfaction.
- Need to focus on employee well-being and mental health by providing support services, such as counseling and stress management programs.
- Employees of all departments should be positive in terms of allowing bonus in several times.
- Training supervisor should be smart who can able to give dynamic and timely training to the employees.
- For recruiting and selecting employees it’s provides arrange outside training facility to make specialized on a particular job.
- JB should provide promotion every year on the basis of greater efficiency as a result every employee will be more assertive, attention and try to show better performance for promotion.

Mohibul Islam_Internship Report

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