Thesis Report

on

Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh.

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Major: HRM

Semester: Spring -2022

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Letter of Transmittal

To

Mr. Md. Masud Rana

Assistant Professor

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Subject: Submission of Thesis Paper on, **"Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh"**

Dear Sir

It is my pleasure to submit the Thesis paper on **"Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh".** I think that this Thesis paper is really essential for the fulfillment of my EMBA degree. The Thesis Paper was a valuable experience for me.

I have tried my level best to follow the guidelines of yours. The whole experience of this report enables me to get an insight into the real-life solution of "Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh"

Yours Sincerely

……...

Mohammad Anamul Huq

ID: EMBA-2101022019

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Letter of Endorsement

I, Md. Masud Rana, Assistant Professor, Faculty of Business Administration, Sonargaon University (SU) hereby certify that the Thesis work entitled as **"Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh"** has been prepared by Mohammad Anamul Huq, ID: EMBA2101022019, Department of Business Administration , Sonargaon University (SU) and submitted as a requirement for the partial fulfillment for the degree of the Evening Masters of Business Administration (EMBA) with major in HRM. To the best of my knowledge, the above-mentioned work has been conducted by the student herself. Any option and/or suggestion made in this study are entirely that of the author of this Thesis Paper. The report is an original work and prepared as a partial requirement of the degree the Evening Masters of Business Administration (EMBA).

.....

Md. Masud Rana

Assistant Professor

Department of Business Administration

Sonargaon University (SU).

Student Declaration

I hereby solemnly declare that the work presented in this research Monograph entitle **"Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh"** has been carried out by me under supervision of **Mr. Md. Masud Rana,** Assistant Professor, Department of Business Administration, Sonargaon University. I also declare that it has not been previously submitted as a whole for any other degrees at Sonargaon University or at any other institution.

……

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Letter of Authorization

Certified that this project report titled **"Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh"** is the bona fide work of **Mohammad Anamul Huq,** who carried out the research under my supervision. Certified further that to the best of my knowledge the work reported herein does not form part other project report or thesis on the basis of which a degree or award was conference on the earlier occasion on this or any other candidate.

……..

Md. Masud Rana
Assistant Professor
Department of Business Administration
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Executive Summary

The study is done on the specific topic on the "**Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh.** The Cash Department is one of the most important Departments in any Bank. It serves as a center-point for all other departments and without it no transaction can be done. All Bank in Bangladesh remain opened their Cash Department during the pandemic (COVID-19) situation. The Cash Officer continued their service during the pandemic situation although they were in severe health risk. Keeping good service & management satisfied is not an easy job to do. It takes number of research; investment and lots of brain work to identify or track the service quality & satisfaction level. Measuring good service quality helps companies to develop their products and Management satisfaction according to the expectation of the customers. In Bangladesh, during COVID-19 period, all Banks could not fill-up the targeted profit. So, in Bangladesh most of the Bank reduced salary of the employees, reduce cost of the bank, stopped to give promotion, increment also incentive bonus etc. But the Employees who work in Cash Department are satisfied in the job because of they were continued their job smoothly during the COVID-19 period for getting better help, support and motivation from the Bank Authority.

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Chapter One

Introduction Banking of Bangladesh

1.2 Introduction:

Employee commitment towards the organization has been one of the most critical issues in the business research arena. Research supports that Employee commitment highly depends on the level of employee satisfaction. Overtime both employers and researchers are trying to find out the reasons for employee satisfaction. Employee satisfaction is a term that is more related to qualitative aspect rather than quantitative. The factors influencing employee satisfaction are many among which few variables are noticeable but others are not. This paper tries to find out the Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh. It is based on practical interview with some of the mid and high level banking officials who worked in Cash Department of Banking Sector in Bangladesh. Based on their opinion and attitude towards the job a relationship has been drawn to explore the determining factor of employee satisfaction.

1.2 Report Origin:

As a requirement of the Evening Masters of Business Administration (EMBA) Program under Sonargaon University (SU), this report entitled on "Employees Job Satisfaction during COVID 19: A Study on Cash Department of Banking Sector in Bangladesh. Basically, I have interest in Banking industry and I done this report on basis of employee survey in who work in different Bank, Books and internet etc.

1.3 Objectives of the Study:

The main objectives of the study are to know the Cash Department of Banking Sector in Bangladesh. The specific objectives of the study are given as-

- General Objective.
- Specific Objectives.

1.4 General Objective:

To find out the Employee Job Satisfaction in Cash Division of Banking Sector in Bangladesh.

1.5 Specific Objectives:

To find out the job satisfaction of Cash Officer in Bank during COVID-19.

1.6 Scope of the Study:

This study covers the factors affecting job satisfaction in Banks especially in Cash Department. The organizational factors include work conditions, pay, fairness and promotion; individual factors include age and gender, they are the independent variables; job satisfaction is the dependent variable.

1.7 Methodology:

All the information incorporated in this report has been collected both from the primary sources and as well as from the secondary sources. Primary sources included interview of Bank Officers face to face and over phone. The secondary data has been collected from the MIS of Bank, to clarify different conceptual matters Internet and different articles published in the journals and magazines have been used.

1.8 Types of Research:

This is a descriptive research in nature.

1.9 Sources of Data:

The sources of data can be classified as two categories:

1.10 Primary Sources:

Primary sources are original sources from which data are directly collected.

- Interview method
- Questionnaire to the Employee of the Bank who work in Cash Department.

1.11 Secondary Sources:

Secondary sources contain data which have been collected and complied for another purposes. The secondary sources consist of readily available reports and also some official documents. Secondary Sources:

- Newspaper & magazine advertisement
- Web site
- Articles
- Discussion with knowledgeable person.

  Questionnaire

  As a tool for collecting primary data, a questionnaire was constructed to carry on the sample survey.

- No. of Question: 14 questions are in the questionnaire.

1.12 Limitations of the Study:

It is really difficult to collect enough information due to official restrictions of the selected banks. Many things were so confidential that was not entitled to access there. The data obtained from this research is only applicable for Banks in Bangladesh and did not include other sectors of the economy. Thus, the recommendations and suggestions may not be applicable to other country's Banks as well as other sectors.

Chapter Two

Banking Sector In Bangladesh.

2.1 What is Bank ?

A bank is a financial institution licensed to receive deposits and make loans. Banks may also provide financial services such as wealth management, currency exchange, and safe deposit boxes. There are several different kinds of banks including retail banks, commercial or corporate banks, and investment banks. The primary role of banks is to take deposits and make loans. But banks can offer a wide range of products and services, including:

- Deposit accounts (checking accounts, savings accounts, CDs, money market accounts)
- Loans, including mortgage loans, car loans and personal loans etc.
- Credit cards
- Check-cashing services
- Wealth management services
- Insurance
- Business banking

Banks, whether brick-and-mortar institutions or online, manage the flow of money between people and businesses. More specifically, banks offer deposit accounts that are secure places for people to keep their money. Banks use the money in deposit accounts to make loans to other people or businesses.

In return, the bank receives interest payments on those loans from borrowers. Part of that interest is then returned to the original deposit account holder in the form of interest— generally on a savings account, money market account or CD account. Banks primarily make money from the interest on loans and the fees they charge their customers.

These fees can be tied to specific products, such as bank accounts or related to financial services. For example, an investment bank that offers portfolio management to investors can charge a fee for that service. Or, a bank may collect an origination fee when granting a mortgage loan to a homebuyer.

2.2 Necessity of Banking Sector:

Here are some of the reasons why banking tops the list of pillars required in financial literacy.

- Safeguard your cash
- Manage your finances – record keeping and budgeting
- Receive your paycheck quickly using direct deposit
- Facilitate financial transactions
- Insure your liquid assets
- Use debit and credit card services
- Earn interest
- Borrow loans
- Invest your money

2.3 Bank and Central Banking: A Brief Concept

A central bank, reserve bank, or monetary authority is a banking institution granted the exclusive privilege to lend a government its currency. Like a normal commercial bank, a central bank charges interest on the loans made to borrowers, primarily the government of whichever country the bank exists for, and to other commercial banks, typically as a 'lender of last resort'. However, a central bank is distinguished from a normal commercial bank because it has the monopoly on creating the currency of a nation, which is loaned to the government in the form of legal tender. It is a bank that can lend money to other banks in times of need. Its primary function is to provide the nation's Money Supply, but more active duties include controlling subsidized-LoanInterest Rates, and acting as a lender of last resort to the Banking Sector during times of financial crisis (private banks often being integral to the national financial system). It may also have supervisory powers, to ensure that banks and other financial institutions do not behave recklessly or fraudulently.

2.4 History:

Strengthening the financial sector is a vital concern for an economy. Efficient banking or sound

financial system serves as an effective channel for mobilizing funds from savers to productive sectors and thus helps to achieve economic growth. However, the idea of 'Bank' is so ancient and this concept is evolving over time. Around the time of Adam Smith (1776) there was a massive growth in the banking industry. Within the new system of ownership and investment, the state's role as an economic actor changed substantially. The Jews in Jerusalem introduced a kind of banking in the form of money lending before the birth of Christ. The word 'Bank' was probably derived from the word 'bench' as during ancient time Jews used to do money lending business sitting on long benches. First modern banking was introduced in 1668 in Stockholm as 'Svingss Pis Bank' which opened up a new era of banking activities throughout the European Mainland. In the South Asian region a major landmark was the establishment of the Hindustan Bank in 1700 at Kolcutta. Dhaka Bank started to operate in1806. Banks established in this region during the British period include Kurigram Bank (1887), Kumarkhali Bank(1896), Mahalaxmi Bank, Chittagong bank(1910), Dinajpur Bank(1914), Comilla Banking Corporation (1914) and Comilla Union Bank(1922). Major Indian Banks also had branches in this territory. In Europe prior to the 17th century most money was Commodity Money, typically Gold or silver. However, promises to pay were widely circulated and accepted as value at least five hundred years earlier in both Europe and Asia. The medieval European Knights Templar ran probably the best known early prototype of a central banking system. At about the same time, Kublai Khan of the Mongols introduced Fiat Currency to China, which was imposed by force by the confiscation of Specie. Although central banks are generally associated with fiat money, under the international Gold Standard of the nineteenth and early twentieth century's central banks developed in most of Europe and in Japan, though elsewhere Free Banking or Currency Boards were more usual at this time. Problems with collapses of banks during downturns, however, was leading to wider support for central banks in the respective nations which did not as yet possess them, most notably in Australia.

As the first public bank to "offer accounts not directly convertible to coin", the Bank of Amsterdam established in 1609 is considered to be the "first true central bank". This was followed in 1694 by the Bank of England, created by Scottish businessman William Paterson in the City of London at the request of the English government to help pay for a war.

With the collapse of the gold standard after World War II, central banks became much more widespread. The banking system at our independence consisted of two branch offices of the former State Bank of Pakistan established in July 1948: one was in Bangladesh (former East Pakistan) and the other was in West Pakistan (present Pakistan).

2.5 Establishment of Bangladesh Bank (BB):

Bangladesh Bank, the central bank and apex regulatory body for the country's monetary and financial system, was established in Dhaka as a body corporate vide the Bangladesh Bank Order, 1972 (P.O. No. 127 of 1972) with effect from 16th December, 1971. At present it has ten offices located at Motijheel, Sadarghat, Chittagong, Khulna, Bogra, Rajshahi, Sylhet, Barisal, Rangpur and Mymensingh in Bangladesh; total manpower stood at 5807 (officials 3981, subordinate staff 1826) as on March 31, 2015.

2.6 Functions of Bangladesh Bank (BB):

BB performs all the core functions of a typical monetary and financial sector regulator, and a number of other non-core functions. The major functional areas include:

- Formulation and Implementation of Monetary and Credit Policies.
- Regulation and Supervision of Banks and Non-Bank Financial Institutions, Promotion and Development of Domestic Financial Markets.
- Management of the Country's International Reserves.
- Issuance of Currency Notes.
- Regulation and Supervision of the Payment System.
- Acting as Banker to the Government.
- Money Laundering Prevention.
- Collection and Furnishing of Credit Information.
- Implementation of the Foreign Exchange Regulation Act.
- Managing A Deposit Insurance Scheme.

2.7 Bangladesh Bank given permission and License to establish a Bank in Bangladesh:

According to Section 31 of the Banking Companies Act, 1991, no company shall carry out banking business in Bangladesh without obtaining a license from Bangladesh Bank. Bangladesh Bank will decide to grant licenses after considering the need and overall strategy. Bangladesh Bank must be satisfied terms and conditions for the establishment of a new banking company in Bangladesh.

2.8 Types & Names of Bank in Bangladesh:

Scheduled banks are licensed under the Banking Companies Act, 1991 (Amended up to 2013). Currently, there are 61 scheduled banks in Bangladesh.

2.9 State-owned commercial banks (SOCBs):

There are 6 state-owned commercial banks (SOCBs) that are fully or majorly owned by the

Government of Bangladesh.

* Agrani Bank Limited
* Bangladesh Development Bank
* BASIC Bank Limited
* Janata Bank Limited
* Rupali Bank Limited
* Sonali Bank Limited

2.10 Specialized banks (SDBs):

3 specialized banks are now operating which were established for specific objectives like agricultural or industrial development. These banks are also fully or majorly owned by the Government of Bangladesh.

- Bangladesh Krishi Bank
- Rajshahi Krishi Unnayan Bank
- Probashi Kallyan Bank

2.11 Private commercial banks (PCBs):

There is a total of 43 PCBs in operation right now. They are majorly owned by private entities and classified into two types.

Conventional PCBs

In total 33 conventional PCBs are now operating in the industry. They perform the banking functions in conventional fashion i.e. interest-based operations.

- AB Bank Limited
- Bangladesh Commerce Bank Limited
- Bank Asia Limited
- Bengal Commercial bank ltd
- BRAC Bank Limited
- Citizens Bank PLC
- City Bank Limited
- Community Bank Bangladesh Limited
- Dhaka Bank Limited
- Dutch-Bangla Bank Limited

- Eastern Bank Limited
- IFIC Bank Limited
- Jamuna Bank Limited
- Meghna Bank Limited
- Mercantile Bank Limited
- Midland Bank Limited
- Modhumoti Bank Limited
- Mutual Trust Bank Limited
- National Bank Limited
- National Credit & Commerce Bank Limited
- NRB Bank Limited
- NRB Commercial Bank Ltd
- ONE Bank Limited
- Padma Bank Limited
- Premier Bank Limited
- Prime Bank Limited
- Pubali Bank Limited
- Shimanto Bank Ltd
- Southeast Bank Limited
- South Bangla Agriculture and Commerce Bank Limited
- Trust Bank Limited
- United Commercial Bank Ltd
- Uttara Bank Limited

2.12 Islami Shariah Based Bank (PCBs):

There are 10 Islami Shariah-based PCBs in Bangladesh and they execute banking activities according to Islami Shariah-based principles i.e. Profit-Loss Sharing (PLS) mode.

- Al-Arafah Islami Bank Limited
- EXIM Bank Limited
- First Security Islami Bank Limited
- Global Islamic Bank Ltd
- ICB Islamic Bank Limited
- Islami Bank Bangladesh Limited
- Shahjalal Islami Bank Limited
- Social Islami Bank Limited
- Union Bank Ltd
- Standard Bank Limited

2.13 Foreign Commercial Banks (FCBs):

In total 9 FCBs are operating in Bangladesh as the branches of the banks which are incorporated in abroad.

- Bank Al-Falah Limited (United Arab Emirates)
- Citibank N.A (United States of America)
- Commercial Bank of Ceylon PLC (Sri Lanka)
- Habib Bank Limited (Pakistan)
- HSBC (Hong Kong)
- National Bank of Pakistan (Pakistan)
- Standard Chartered Bank (United Kingdom)
- State Bank of India (India)
- Woori Bank (South Korea)

2.14 Non-scheduled Banks:

Non-scheduled banks are licensed only for specific functions and objectives, and do not offer the same range of services as scheduled banks. There are now 5 non-scheduled banks in Bangladesh.

- Ansar VDP Unnayan Bank

- Grameen Bank
- Jubilee Bank
- Karmashangosthan Bank
- Palli Sanchay Bank

2.15 Names of the Department of a Bank:

This depends on the type of the bank and the services offered. A general type of bank and its related major departments as below.

2.16 Retail/Consumer Bank:

- Deposits
- Saving/Checking Accounts
- Mortgages, Advances (Home/Personal Loans)
- Cards Department (ATM, Credit Card, Debit Card)
- Back Office (IT, CRM, Accounting & Finance, Product and Planning etc.)

2.17 Commercial/Corporate Bank:

- Deposits, Account (Checking and Cards also)
- Advances and Lending department (SME Loans, project loans)
- Cash Management
- Treasury Management
- Trade Finances
- Back Office (IT, CRM, Accounting & Finance, Product and Planning etc.)

2.18 Investment Banking:

- Corporate financing
- Investments and Wealth management
- Risk management

- Sales and Trading
- Back Office (IT, CRM, Accounting & Finance, Product and Planning etc.)

Chapter Three

Cash Department

3.1 What is “Cash” for a Bank?

Cash is the most volatile and liquid Current Asset of Bank’s Balance Sheet and as such demands special attention of “Efficient Management”. Cash Department plays a paramount role in creating good perception among customers about the service quality of a Bank.

3.2 Cash Department of a Bank:

Cash Department is one of the most important Departments in any Bank. It serves as a center- point for all other departments and without it no transaction can be done. Cash Department can be considered as a reflector of Banks competency, credibility and its trustworthiness. Cash Department, as the name suggests, deals with the cash that is either inward or outward i.e. payment in cash by the customer or payment to customer in cash form, with cheques and with receipts.

3.3 Organ gram of Cash Department in a Bank:

- Branch Manager
- Operation Manager
- Cash In Charge
- Cash Officer

3.4 Cash Officer:

Cash Officer is a person who takes responsibilities of effective functioning of the cash department in a bank branch. In all Currency Chest Branches an officer will discharge the duties of Cash Officer. Cash officer shall be responsible for the effective functioning of the cash department of the Branch.

3.5 The Main Responsibilities of a Cash Officer are followings:

- Be the joint custodian of Cash and other valuables like Gold, Gold ornaments, Safe Deposit Articles and Security Forms other than Cheque books.
- Supply cash / cash boxes to Single Window Operator (SWO) in the morning. Take possession

of excess / surplus cash or deliver / supply cash from / to SWO and bulk cashier(s), as and when required during the day. Complete Estimated Overdraft (EOD) exercise for cash after completion of business hours.

- Carry out surprise verification of the cash holding in the cash boxes of SWO and carry out intraday cash verification at the SWO Counters.
- Ensure that all the notes received are shrouded and sorted into issuable and non- issuable notes. Arrange for sorting out ATM fit notes for delivery to CAC and Nodal Officer and remit Soiled Notes to the RBI, with the help of SWO from time to time.
- Ensure that the non-issuable note bundles prepared are pasted with note slips duly signed by the SWO on the top and bottom of the bundles confirming the quantity and quality of the notes. Liaise with RBI to manage cash inventory at the Branch, arrange for inward/outward cash remittances from them.
- Arrange for receipt / payment of bulk cash from important customers.
- Verify the purity and the weight of Gold offered as security by Gold loan customers and to keep Gold / Gold ornaments after sanction in joint custody as per instructions
- Generate and check relevant reports.
- Ensure Weighing Balances Certificate are current and in order
- Ensure operation of the Currency Chest as per norms.
- Keep the Currency Chest fitness Certificate current.
- Keep the Gun licenses current and diaries for timely renewal.
- Save the Cash related reports daily and keep a hard copy of all the reports properly filed for future reference.
- Verify the cash balance in the Currency Chest fortnightly.

3.6 Duties and Responsibilities of Cash in Charge:

- Holds the key of cash safe.
- Receive cash from other bank/Branch and acknowledge, where necessary. Opens the cash safe

before commencement of business along with other personal holding the key.

- Supervise receipt and payment of cash.
- Supervise the carrying of the cash to the cash Department.
- Delivers cash to the paying cashier against receipt on a memo.
- Countersigns the credit vouchers if he is an attorney.
- Arranges sending cash to other Branch.
- Check the receiving cashier's and paying cashier's receipt/payment sheet and collect cash from them.
- Writes the cash balance book and cash position memo and signs them
- Maintains record of stamped forms.
- Investigate and inform the manager about excess or shortage of cash.
- Gets books and cash checked by manager or authorized officer.
- Supervise the custody of cash in the safe and books in the strong room. Checks the drawers of the cashiers before leaving the office.

Chapter Four

Function of Cash Department

4.1 The Seven Functions of Cash Department:

1) Receiving of cash.

2) Payment of cash.

3) Daily balancing of cash.

4) Scrutiny of cash.

5) Safe keeping of cash.

6) Cash remittance.

7) Receiving & disposal of mutilated notes.

4.2 Receipt of Cash:

Before receiving cash from depositors in Pay-in-Slip / Credit Voucher the concerned cash official(s) shall:

- Verify / check the Title of Account, A/C Number, Amount in Words and Figures, Date, etc. written on Pay in Slip / Credit Vouchers with the records of computer program and shall satisfy on their correctness and genuineness.
- Carefully check and Count the Currency Notes.
- Write down denomination.
- Affix Cash Received stamp.
- Make entry of particulars of the Cash Received
- Verify entries / Particulars of Pay-in-Slip / Credit Voucher with those of the Cash Receiving Register.
- Keep Cash in the Drawer of Cash Counter under lock and Key (within Counter limit) during transaction hours.

4.3 Payment of Cash:

While Paying Cash against debit instruments namely Cheques, Demand Drafts (DD), Pay Order (PO), Pay Slip (PS), SDR, FDR, etc. and also against other debit instruments as well as Cash Debit Vouchers, the following formalities have to observe:

- Verify Genuineness & Authenticity of the instrument, make posting, passing & cancellation of the Cheques and, thereafter, count relevant cash and note down denominations there against on reverse/ back side of respective instruments/ vouchers.
- Obtain 2nd signature of payee/ recipients on the back of the instruments, affixing stamp and cancellation of instruments.
- Enter particulars of instruments/ Cheque in Cash payment register in serial order and write down that serial number in a red circle to be made on the face of the instruments.
- And finally after completion of all above formalities the Cash official, upon satisfaction, shall pay/ handover cash against the instrument/ cheque to the payee/ Recipients.
  However, paying cash official(s) shall hold all paid debit instrument(s) until cash is closed and handed over to Cash-in-charge at the close of business.

4.4 Parties of a Cheque:

Drawer: The person who draws the cheque (depositor).

Drawee: The drawer's banker on whom the cheque has been drawn.

Payee: The person who is entitled to receive the payment of a cheque.

4.5 Apparent Tenor of Cheque:

- Date of Cheque
- Sum payable on the cheque both in words and figures.
- Name of the payee.
- The signature of the drawer in the cheque.

4.6 Balancing of Cash Receiving Register:

After receipt of total cash during the day the 'Cash Receiving Official' shall (i) aggregate the amount after the last entry in the 'Cash Receiving Register', (ii) write down the total amount in words and figure under the summation and ensure that it is okay and the figure agrees with the computer generated supplementary figure.

4.7 Balancing of Cash Payment Register:

Paying Cash shall accomplish the following formalities-

- Make date-wise entry of all payment Vouchers in "Cash Payment Register" in serial order.
- Make sure that total amount of such payments of the day agrees with the total amount shown in the parallel computer generated supplementary.
- Write down the total amount of cash paid during the day both in words and figures in 'Cash Payment Register' and authenticate the same by full signature.

4.8 Writing and Checking of Cash Balance Book:

After Balancing of (i) Cash Receiving Register and (ii) Cash Payment Register by the respective Cash Officials, Cash In-Charge shall prepare and sign the Cash Balance Book and shall submit the same to the Deposit In-charge/Manager Operation (MoP), who, upon satisfaction about its accuracy and genuineness shall authenticate the same by his / her countersignature thereon.

4.9 Writing of Cash Position Memo:

At the end of day's Cash transaction Cash In-charge shall Count, Sort and Balance the remaining cash (after receipt & payment) and shall prepare and sign the Cash Position Memo. However, Deposit In-charge / Manager Operation shall check and confirm that the figures mentioned in the Cash Position Memo agree with the total figures of (i) Cash Payment Register, (ii) Cash Receiving Register and (iii) Daily Affairs (cash in hand figure) and, upon satisfaction, shall authenticate the Cash Position Memo by his full signature / countersignature.

4.10 Safe Custody of Cash (after transaction) Over Night:

Cash balance of the counter at the end of a day together with Cash in Safe (if any) shall be preserved in the 'Fire Proof Iron Safe' of Branch's Vault for Safe-Triple-Custody until next reopening of the Vault. But before storing cash in the Iron Safe, the Triple Custodian shall additionally ensure that entire cash i.e. Closing Balance of the day as per Cash Position Book (Balance Cash of Cash Counter and remaining Cash Iron Safe) are accurate and correct.

4.11 Vault Register:

Cash In-Charge shall Maintain Vault Register for keeping record of Cash Movement to and from the Iron Safe. Denominations of Cash-in Hand mentioned in the Cash Balance Book must match with the denominations recorded in the Vault Register at the end of day's transaction.

4.12 Cash-in-safe, Cash-on-Counter and Cash-in-Transit Limit:

Branch must handle cash within Cash-in-Safe, Cash-on-Counter and Cash-in-Transit Limit duly approved by Head Office. Excess cash over the approved limit shall not be held in the Branch at any time either on Counter or in Iron Safe. However, the Cash In-charge, under due record & acknowledgment in the relevant register, shall immediately move the Excess Cash of the counter, to the Strong Room during transaction hours.

4.13 Cash Enclosure:

Access of unauthorized person(s), including officials of other departments, to the Cash Enclosure of the Branch, is strictly prohibited. Only the officials working in the Cash Department shall have access to the Cash enclosure but normally they will not be allowed to go outside the Bank premises until entire cash is balanced and handed over to the Cash-in- Charge. Counting, Stitching / Banding of cash (as per instructions / guidelines of Bangladesh Bank/ Head Office) should be made inside Cash Enclosure by the concerned staff(s) who will not be allowed to leave Cash enclosure until cash is duly handed over to the Cash-in-charge in his full satisfaction & acknowledgement.

4.14 Safety of during Transaction Hours:

Strong Room / Vault must be kept Closed / Locked during transactions hours under Joint Control of two key holders from Triple Custodians and both the Joint Controllers must be present whenever the strong room is re-opened during the Day / Office Hours. Cash In-charge must keep his / her hand balance (exceeding counter limit) in a steel box under lock & key in the strong room.

4.15 Maintaining Vault Limit:

Branch has to ensure the vault/cash in safe limit as set by the Head Office time to time. Cash in excess of vault has to be deposited immediately with BB/Sonali Bank or designated cash feeding branch.

4.16 Security of Cash-in-Transit:

Branch shall ensure adequate and effective security measures while carrying cash to and from link branches of the Bank and Bangladesh Bank / any other banks, where the branch maintains Bankers' Account.

4.17 Rotation of Cash Officers' Duty:

Rotation of duties between Paying and Receiving Cash Officials should be made at regular monthly frequency.

4.18 Surprise Verification of Cash:

Head of Branch (HoB) shall make surprise verification by physical counting of entire Cash-in- Safe at least once a month and shall confirm its accuracy with the remarks "Entire Cash Checked and Found Correct" on the particular page of Cash Position Book under his / her signature.

4.19 Recording Denomination of Note(s) / Coin(s):

Cash at Bank (In Hand, In Iron Safe / Vault and On Counter of Branch) is to be noted down denomination-wise in Cash Position Book and that denomination must go with the denomination to be recorded in the Vault Register at the end of transaction of the day. Again, cash official shall record denominations of all the cash received and paid daily on the back of each respective credit and debit voucher.

4.20 Banding of Notes:

Notes of the Branch are to be packed denomination-wise separately with 100 pieces in each packet and those packets shall be stitched / banded as per specification of Bangladesh Bank. A cash slip (fly leaf) bending at left side of each packet is to be posted and signed by the official who has counted / verified the notes in the packet. Branch's rubber stamp (round seal) is to be affixed on both sides of each packet covering part of Cash Slip (fly leaf) and a part of the currency notes. Cash balance with less than 100 pieces notes (unstitched /unbanded) is to be kept denomination-wise in separate loose packets. 10 packets of 100 pieces notes in each packet (100 x 10) shall make a ring / bundle which should be tied up with rope and stacked denomination-wise in Fireproof Iron Safe(s) under Triple Custody.

4.21 Soiled Notes:

Branch, with due record in a register, shall always keep Soiled and Mutilated Notes separated from the notes for circulation and shall arrange Change of the same at necessary interval from Bangladesh Bank / Sonali Bank Ltd. / Main Branch of the Bank to avoid irrational accumulation.

4.22 Forged Notes:

Whenever a forged note is detected in branch the matter must be brought to the notice of Head of Branch (HoB) for disposal in the light of directives issued by Bangladesh Bank.

4.23 Coins to kept in Bags:

Coins should be kept denomination wise in bags of uniform size. A Cash Slip Form, with description of the coin, signed by two officials who counted and checked them, should be placed inside each coin bag. Bags full of Coins are to be stored in the Iron safe in orderly manner. All coin bags in Iron Safe are to be checked to ascertain genuineness and accuracy of its contents.

4.24 Cash Shortage :

Any discrepancy in cash (excess payment / short receipt, forged, mutilated, counterfeit, notes, etc.) should immediately be brought to the notice of Head of Branch (HoB), who, upon its enormity, (particularly Cash shortage and forged notes), shall inform Head Office right away. If shortfall is caused due to less receipt / excess payment, branch authority shall recover the amount from concerned cash official(s) and or from the concerned customer(s) if he is identified to be liable or culpable. On failure to recover at the end of the day, the said shortfall shall have to be covered / made up by debiting “Suspense A/C” with the concurrence of Head Office / Controlling Office. Outstanding entry so created in “Suspense A/C” shall have to be reversed at the earliest by recovering / realizing the money from the delinquent official(s) and or customer(s) or from both as per their involvement in the matter. However, Police Action, if required, shall be taken in time against delinquent official(s) / customer(s) in concurrence with Head Office.

4.25 Purchase & Sale of Prize Bond:

When a customer placed the prize bond over the counter, cash official check the authenticity of the prize bond. Then, he/she put the serial number of the prize bond into the prize bond and in the purchase register. Then he/she issue cash debit voucher and pay cash to the customer.

When the customer approaches the cash official to buy the prize bond, the cash official receive the money in cash of the said prize bond. Then, he/she out the prize bond from prize bond in hand register serially following first in first out (FIFO) method. Then he/she issue cash credit voucher and handover the prize bond to the customer.

4.26 Sales of Lottery Ticket:

Banks usually serve some social activities such as selling tickets for the help of the society. In this regard, branch always follow the instruction of Head Office.

4.27 Receipt of Utility Bills:

Cash receiving officer receive the utility bills as per contract of bill authority (BTRC/WASA/Titas Gas etc.). Cash receiving officer receive the utility bills after proper stamping, affixing seal and sign on it. At the end of the day the entire received amount deposited to a collection A/C & at the end of the month bank remit the entire bill amount as per contract.

4.28 Evening Banking:

A particular branch, when licensed by Bangladesh Bank, for 'Evening Banking' Operation shall receive cash within fixed period of time after closing of the normal transaction of the day by observing the following procedures:

Procedure for receiving cash shall be the same as explained earlier under the caption, 'Receipt of Cash'. A separate Evening Banking Cash Receiving Register called "Evening Banking Register" have to maintain.

Cash received during Evening Banking Hours together with the relevant Deposit Slip / Pay- in-Slip is to be preserved separately in the Iron Safe within the strong room under Triple Safe Custody as per usual banking practice.

4.29 Deposit of Cash with Main Branch:

- If the cash in hand exceeds the limit as authorized by the Head Office, the excess cash is to be deposited with the main branch.
- Prior information is given to the main branch for deposit of the excess cash.
- The remitting branch remits the excess cash through authorized cash officer (s) under armed guard escort in cash carrying vehicle. A letter is issued to the main branch-mentioning denomination of notes, name of the cash carrying officer (s), name of the security guards and number of the vehicle.
- Following entry is passed at the Branch: Dr: (Debit-Cash Voucher) Suspense A/C Cash Remittance.
- The cash is received in the Main Branch.
- Main Branch sends an Inter Branch Credit Advice for the amount received from the Branch concerned.
- The outstanding entry in the suspense Account is reversed on receipt of the Credit Advice.

4.30 Receiving of Cash from Main Branch:

- If the branch is in need of cash, the Main Branch is to be informed in writing of the cash requirement before.
- Cash requiring branch issues IBCA for the required amount to the Main branch and also a letter as to whom cash is to be delivered attesting his signature by the branch manager and another authorized officer mentioning the vehicle number, name of the armed guard and security guards who escort the cash.
- The Credit advice is issued in favour of the Main branch to the debit of suspense A/c. cash remittance.
- On receipt of cash from the main branch the receiving branch reverses the outstanding entry in the suspense A/c by simple credit (cash) voucher.

4.31 Deposit of Cash in Bankers Account with BB / Other Bank (s):

- If cash in hand exceeds the limit authorized by the Head Office excess amount is deposited with Bangladesh Bank or other bank where account is kept by the branches other than main branch.
- The following entries are passed to draw cash from the branch and deposit with the bank concerned: Dr : (Debit-Cash Voucher) Banker's Account Bangladesh Bank/ other Bank where the A/c is maintained.
- If the amount to be deposited exceeds the limit of cash to be carried in one trip, separate voucher are passed and cash is carried strictly according to limit.
- The Officer who carries and deposits the cash with the Bank signs on the reverse of the voucher and draw cash.
- A Pay-in-slip of the bank concerned is filled in and signed by the Manager.
- The Cash along with the Pay-in-slip is carried by the Officer and to the bank accompanied by guards.
- When the officer returns, the counter foil of the Pay-in-slip is checked and pasted with the relative voucher.
- The main branch follows all the above procedures except (b). In case of excess cash deposit main branch deposits the same with Bangladesh Bank or other Bank (where accounts are maintained by Head Office) to the debit of suspense A/c cash After making the deposit with other bank(s), the main branch sends the original deposit slip to Head Office for immune of IBCA in favour of main branch. On receipt of the IBCA main branch reverses the entry outstanding in suspense A/c cash remittance.

4.32 Withdrawal of Cash from Bankers Account with BB / Other Bank(s):

- Cash is withdrawn from the Bangladesh Bank/other bank where the account is maintained by branches other their main branch.
- If the amount to be drawn exceeds the transit insurance limit cash in several trips separate cheques are drawn and cash is brought strictly according to limit.
- The Officer who brings the cash signs on the reverse of the cheque. The Signature of the officer is attested by the Officers drawing the cheque.
- The cheque is handed over to the officer and his signature is obtained on the counter foil of the cheque.
- The officer carries the cheque to the bank concerned accompanied by guards.
- The following entries are passed to deposit the cash in the branch: Cr.: Banker's Account Bangladesh Bank/other bank Main branch follows all the procedures except (f). In case of cash requirement, main branch issues IBCA for the required amount in favour of Head Office by debiting suspense A/c cash remittance and requests Head Office to issue cheque on Bangladesh Bank/Other Bank (where Head Office maintains accounts) favouring an authorized officer whose signature is attested by the main branch. Accordingly Head Office issues cheques in favour of the authorized officer of the main branch attesting his signature on the back. After receipt of the cash main branch reverses the outstanding entry in suspense A/c by simple credit (cash) voucher.

4.33 Common Irregularities & risk in cash Department:

- Often Postdated, Advance dated Cheques are paid in the counter.
- Denomination of cash in the cash receiving and payment voucher are not always mentioned.
- Particulars of depositors i.e. name and account no. are not always mentioned in the specific column of the cash receiving register while receiving cash.
- Indent letters for inward and outward cash remittance are kept in a single file instead of separate file.
- Branches are often holding excess cash over their approved limit, which causes to reduce the branch income.
- Sometimes vouchers passed with single signature.
- Sometimes revenue stamps are not affixed on the debit instruments.

4.34 Remedies against Fraud and Forgery in cash Department:

- All cash officials must be vigilant, cautious and careful before receiving any cash vouchers & Check genuineness to reduce the above-mentioned irregularities.
- Denomination has to be mentioned
- Name and account no. have to be mentioned in the specific column of the cash receiving register while receiving cash.
- Optimum cash limit has to be maintained as per vault limit set by Head Office.
- Proper authorization, stamping, cancellation has to be maintained.

Chapter Five

COVID-19

5.1 Discussion about COVID-19:

Corona virus disease (COVID-19) is an infectious disease caused by the SARS-CoV-2 virus. A corona virus identified in 2019, SARS-CoV-2, has caused a pandemic of respiratory illness, called COVID-19.

5.2 How does the Corona virus spread?

As of now, researchers know that the coronavirus is spread through droplets and virus particles released into the air when an infected person breathes, talks, laughs, sings, coughs or sneezes. Larger droplets may fall to the ground in a few seconds, but tiny infectious particles can linger in the air and accumulate in indoor places, especially where many people are gathered and there is poor ventilation. This is why mask-wearing, hand hygiene and physical distancing are essential to preventing COVID-19.

5.3 How did the Corona Virus Start?

The first case of COVID-19 was reported Dec. 1, 2019, and the cause was a then-new corona virus later named SARS-CoV-2. SARS-CoV-2 may have originated in an animal and changed (mutated) so it could cause illness in humans. In the past, several infectious disease outbreaks have been traced to viruses originating in birds, pigs, bats and other animals that mutated to become dangerous to humans. Research continues, and more study may reveal how and why the corona virus evolved to cause pandemic disease.

5.4 What is the incubation period for COVID-19?

Symptoms show up in people within two to 14 days of exposure to the virus. A person infected with the corona virus is contagious to others for up to two days before symptoms appear, and they remain contagious to others for 10 to 20 days, depending upon their immune system and the severity of their illness.

5.5 What are symptoms of Corona virus?

COVID-19 symptoms include:

- Cough
- Fever or chills
- Shortness of breath or difficulty breathing
- Muscle or body aches
- Sore throat
- New loss of taste or smell
- Diarrhea
- Headache
- New fatigue
- Nausea or vomiting
- Congestion or runny nose

Some people infected with the corona virus have mild COVID-19 illness, and others have no symptoms at all. In some cases, however, COVID-19 can lead to respiratory failure, lasting lung and heart muscle damage, nervous system problems, kidney failure or death.

5.6 COVID-19 in Bangladesh:

Bangladesh is a natural and attractive middle-income country in Southeast Asia. Its economy is fast growing. In the last decade, there has been tremendous progress in every aspect of life. However, the COVID-19 pandemic has had a negative impact on every area of Bangladesh's economy. COVID-19 is the pandemic disease declared by World Health Organization (WHO) on 11th March 2020 which is potentially severe acute respiratory infection caused by a novel evolving severe acute respiratory syndrome corona virus2 (SARS-CoV-2) (Shahriar, M. S., et al., 2021). The coronavirus disease (COVID-19) caused by a virus named "SARS-CoV-2" has created an unprecedented situation globally (WHO, 2020). The COVID-19 has also attracted Bangladesh, which was first confirmed on March 8, 2020, consequently, the country went into lockdown on March 26, 2020. A total lockdown has been imposed in many districts and upa- zillas of the country, one after another. All the government and non-government organizations, except emergency services, have been closed to prevent the transmission of the COVID-19 pandemic. But banks remained open amid the lockdown as an emergency service of financial need. Banks are operating with short hours through few branches and providing a limited range of services during this situation.

5.7 Bangladesh Government Initiatives regarding Pandemic Challenges:

An outbreak of a COVID-19 pandemic disease, caused by a novel corona virus SARS-CoV-2, has posed a serious threat to global human health. Bangladesh has also come under the attack of this viral disease. Here, we aimed to describe the responses of Bangladesh to tackle the COVID-19, particularly on how Bangladesh is dealing with this novel viral disease with its limited resources. The first case of a COVID-19 patient was detected in Bangladesh on March 8, 2020. To combat the COVID-19, the government has taken various steps *viz.* diagnosis of the suspected cases, quarantine of doubted people and isolation of infected patients, local or regional lockdown, closure of all government and private offices, increase public awareness and enforce social distancing, Vaccination *etc*. Moreover, to address the socio-economic situations, the government announced several financial stimulus packages of about USD 11.90 billion. Bangladesh Government gave vaccine to the banker on first priority basis. Already most of the banker got booster dose of vaccine.

5.8 Bangladesh Bank Initiatives for Employee of the Bank:

- Bangladesh Bank had taken initiatives for continuing banking service during lockdown in Bangladesh.
- The Bangladesh Bank announces 'special incentive' for bankers during the ongoing lockdown. "If bank officers and employees work at the bank for 10 days during the general holidays, they will get incentives equivalent to a month's basic salary," According to the circular, bank staffers across the board, including permanent, temporary and contractual employees, who have been physically attending office, will be eligible for the special allowance, which will range between Tk 30,000 and Tk 100,000.
- Bangladesh bank given a circular and instructed all bank to send employees' information to Bangladesh Bank to prepare a data base for Covid Test and Vaccination purposes. Bankers got priority in case of Covid Test from Government Hospitals. Bankers also got vaccine on priority basis as a front liner during COVID 19. Already most of the employee of the Banks got booster dose of vaccine on priority basis.

5.9 Bank Initiatives for Employee:

The entire Bank in Bangladesh took proper safety measures as per guideline given by Bangladesh Government and Bangladesh Bank (BB). Bank taken initiative for payment of incentives as per circular of Bangladesh Bank.

Chapter Six

Analysis and Findings

6.1 Analysis and Findings:

In every survey, it is essential to analysis the survey result and follows the findings as a guideline of development of the project. Findings of each of the survey results are followed by the suggestion. This is a research based on employee psychology and motivation. High confidentiality of the information was maintained. And be sure this is meant for academic purpose but not for any other use. For this Thesis Paper purposes I have communicated face to face, over phone and others way with some employees who working in Cash Department in different Bank. I asked them the following question and they given me the following answer.

6.2 Selection of Sample Banks and Respondents:

The study is conducted at five Banks for analyzing and measuring the job satisfaction of their employees with the rendering of human resources policies and practices. 20 branches of 05 renowned private and Public banks situated in Dhaka city were taken as sample banks. The total respondents were 100employees. The required numbers of bankers (respondents) were taken from the selected branches through a judgmental sampling method. The (Table 1)below shows sample branches and total respondents of the study.

Table 1. Sample Branches and Total Respondents of the Study

Name of the Bank	Name of the Branch				Total No. of SB*	No. of Respondents
Jamuna Bank Ltd.	Uttara Branch	Gulshan Branch	Dhanmondi Branch	Dilkusha Branch	05	20
Dhaka Bank Ltd.	Uttara ranch	Gulshan Branch	Dhanmondi Branch	Banani Branch	05	20
Uttara Bank Ltd.	Uttara Branch	Gulshan Branch	Dhanmondi Branch	Banani Branch	05	20
Snali Bank Ltd.	Uttara Branch	Gulshan Branch	Dhanmondi Branch	Banani Branch	05	20
Islami Bank Ltd.	Jatrabari Branch	Dilkusha Branch	Dhanmondi Branch	Dilkusha Branch	05	20
Total	05	05	05	05	25	100

Source: Bangladesh Bank Data base,February-march 2022 Note:
SB*= ample branches

6.3 Sources of Data in Cash Department:

The study was conducted by both primary and secondary data. Primary data were collected from selected banks' in Cash Department respondents through a structured questionnaire. Required data were gathered from the sample units through one method of survey with a structured questionnaire. Secondary data were collected from report documents, books, article and statistics of Bangladesh banks, the Ministry of Finance, and websites of related local and international institutions. All the data were incorporated in the analysis according to their suitability and needs with due care and acknowledgment.

6.4 Research Questionnaire:

Using a questionnaire as a survey tool has been chosen as a means of primary quantitative data collection. A structured questionnaire was formed and used to collect primary data. The questionnaires were distributed by hand to the respondents of the sample banks in Dhaka city. To avoid unfairness, questionnaires were distributed at branches. All respondents answered each of the items of the question according to importance on a 4point Likert scale. Questionnaires were analysed by using the statistical computer package SPSS version 20.0.

6.5 Pilot Study:

The pilot study in the current research was conducted to validate the questionnaire. The pilot study was conducted with the cooperation of 20 randomly selected employees from the five sample banks. The respondents' demographic descriptions are as follows: employee's work duration, region, promotions, etc. All respondents answered the questionnaire in the presence of the researcher and the researcher clarified it. As a result of the pilot test, the questionnaire phrases were simplified to make them comprehensible to the subjects.

6.6 Measurement Technique During Covid 19:

Satisfaction measurement is a tough job, and it is tough to conduct anypsychological study. In the present study bank's employees' job satisfaction is measured by the specific techniques. In the social science studies, while measuring attitudes of the people it generally follows the techniques of preparing the attitude scale in such a way that the score of the individual responses assigns him a place on a scale. The present study was conducted by a four-point Likert scale. Such type of scale consists of some statements, which express either a favorable or an unfavorable attitude toward the given object to which the respondent is asked to react.

6.7 Processing and Analysis of Data During Covid 19:

The quantitative technique was used to analyses and process the collected data. For assuming the characteristics of data, demographic analysis, descriptive analysis, and interpretations were drawn by percentage frequency, calculated mean, standard deviation(SD).The statistical computer package SPSS version 20.0 was used for authentic analysis of all the cases.

6.8 Empirical Findings and Analysis During Covid 19:

An analysis is generated from the questionnaire to achieve the objectives of the study. To analyze the collected data a 5-point Likert type scale was used, where 5 stands for highly satisfied employees, 4 stands for satisfied employees, 3 stands for neutral employees, 2 stands for dissatisfied employees, and 1 stands for highly dissatisfied employees. The results of the different tests are presented below:

6.9 Demographic Analysis of Respondents During Covid 19:

The demographic variables are chosen and related to analyzing the employees' satisfaction in the

study area, and the researcher attempts to associate these key variables so as it fulfils the objectives of the study. The analyses of the demographic questions of the respondents are shown in (Table 2).

Table 2. Demographic Characteristics of the Respondents (N*=100)

Options/Characteristics	Frequency	Percent	Valid Percent
Sex			
Male	64	64.0	64.0
Female	36	36.0	36.0
Total	100	100.0	100.0
Age			
20-30 years	35	35.0	35.0
30-40 years	40	40.0	40.0
40-50 years	15	15.0	15.0
Above 50 years	10	10.0	10.0
Total	100	100.0	100.0
Marital Status			
Single	57	57.0	57.0
Married	35	35.0	35.0
Others	8	8.0	8.0
Total	100	100.0	100.0
Professional Experience			
Below 5 years	64	64.0	64.0
5-10 years	18	18.0	18.0
10-15 years	5	5.0	5.0
15-20 years	7	7.0	7.0
Above 20 years	6	6.0	6.0
Total	100	100.0	100.0
Monthly Income			
Below BDT 40000	65	65.0	65.0
40000-60000	18	18.0	18.0
60000-80000	10	10.0	10.0
Above BDT 80000	7	7.0	7.0
Total	100	100.0	100.0

Source: Field Survey, February-March 2022Total number of frequency 100

(Table 2) shows the demographic characteristics of the respondents. Out of 100 respondents, the majority of the respondents (64 percent) are male, whereas 36 percent are female. About 35 percent of the respondents are in 20-30 years and 40 percent of respondents are in 30-40 years of age. Marital status shows that the majority of the respondents (57 percent) are single, on the other hand, 35 percent of employees are married who work for the selected banks in Dhaka. Table 2 also reveals that the highest numbers of respondents (64 percent) have less than 5 years of professional experience and about 65 percent respondents' monthly income is below BDT 40000, whereas it is seen that 18 percent respondents' monthly income is in between BDT 40000-60000 and 10 percent bankers income is from 60000 to 80000 taka per month.

6.10 Employees' Expression on the Level of Job Satisfaction in cash department During Covid 19:

The bankers' level of job satisfaction depends on the financial and non-financial benefits they receive from the banks they serve. Employees expect that their banks will satisfy them by providing the necessary financial and non-financial benefits, incentives, and allowances in return they will try their level best to satisfy the customers through better services. The opinions of the employees regarding their level of job satisfaction are presented in the following tables 3 to 13.The tables provide the values of percentage frequency, mean **(x)**, and standard deviation **(SD)** based on bankers' perceptual responses about the banks.

6.11 Salary Benefits During Covid 19:

The first factor of job satisfaction measurement of the banks in Bangladesh is salary benefits. This factor provides the maximum insights about the job satisfaction of bank employees in Dhaka city.

Table 3. Satisfaction Level on Salary Benefits

Satisfaction Level	Frequenc y	Percent	Mean	SD
Highly Dissatisfied	6	6.0	3.1700	1.10326
Dissatisfied	27	27.0		
Neutral	21	21.0		
Satisfied	37	37.0		
Highly Satisfied	9	9.0		
Total	100	100.0		

Source: Field Survey, February-March 2022

(Table 3) reveals that out of 100 respondents 37 percent are satisfied and 27 percent and 6 percent are dissatisfied and neutral respectively regarding the salary provided by the banks in Bangladesh. Here the mean value is 3.17, which lies in the neutralcategory of employees' responses. The standard deviation (SD) 1.10326 indicates salary is not sufficient to provide job satisfaction to the employees of banks in Bangladesh.

6.12 Regular Promotion During Covid 19:

Employees of banks expect that top management of the banks will provide a promotion to the employees regularly based on set criteria. When an employee will fulfil all the criteria of promotion then he will be considered for promotion on time.

Table 4. Satisfaction Level on Promotion

Satisfaction Level	Frequency	Percent	Mean	SD
Dissatisfied	12	12.0	3.755	.91056
Neutral	20	20.0		
Satisfied	48	48.0		
Highly Satisfied	20	20.0		
Total	100	100.0		

Source: Field Survey, February-March 2022

(Table 4) shows that the majority of the respondents (48 percent) are satisfied, 20 percent of respondents are neutral, and 20 percent of employees are highly satisfied in their opinion regarding promotion provided by the banks promptly. On the other hand, only 12 percent of respondents are dissatisfied. The mean value of employees' response is3.755, and the SD 0.91056, which indicates the opinion of the respondents is less deviated, i.e., the employees are satisfied with the availability of regular promotion.

6.13 Lunch and Prayer Break During Covid 19:

Lunch and prayer break play a vital role in employees' job satisfaction. At lunch and prayer time employees require a break to refresh and mentally satisfy them.

Table 5. Availability of Lunch and Prayer Break

Satisfaction Level	Frequency	Percent	Mean	SD
Dissatisfied	5	5.0	3.800	0.70888
Neutral	20	20.0		
Satisfied	64	64.0		
Highly Satisfied	11	11.0		
Total	100	100.0		

Source: Field Survey, August-September 2021

From (Table 5) it is found that the majority of the respondents (64 percent) are satisfied and 20 percent of respondents are neutral in their opinion concerning lunch and prayer break facilities. On the other hand, only 11 percent of respondents are highly satisfied. The mean value of employees' response is 3.800, lies in near satisfaction category and the SD 0.70888 means the employees of banks in Dhaka city get sufficient lunch and prayer break.

6.14 Transport Facilities During Covid 19:

To provide job satisfaction to the employees, need to have sufficient transportation facilities for their employees. Whether the transport facilities are sufficient or insufficient, the respondents were asked to choose their level of satisfaction.

Table 6. Transportation Facilities

Satisfaction Level	Frequency	Percent	Mean	SD
Highly Dissatisfied	6	6.0	3.1700	1.10326
Dissatisfied	27	27.0		
Neutral	21	21.0		
Satisfied	38	38.0		
Highly Satisfied	8	8.0		
Total	100	100.0		

Source: Field Survey, February-March 2022

(Table 6) reveals that out of 100 respondents 38 percent are satisfied, and 27 percent and 21percent are dissatisfied and neutral respectively regarding sufficient transport facilities of banks in Dhaka city. Here the mean value is 3.17, which lies in the neutral category of employees' responses.

6.15 Insurance Benefits During Covid 19:

It is found that most of the banks in Bangladesh provide group insurance benefits to their employees. Respondents were asked to give their opinion on the availability of insurance benefits in their respective banks in Dhaka city.

Table 7. Insurance Benefits

Satisfaction Level	Frequency	Percent	Mean	SD
Dissatisfied	6	6.0	4.3550	1.03651
Neutral	19	19.0		
Satisfied	70	70.0		
Highly Satisfied	5	5.0		
Total	100	100.0		

source: Field Survey, February-March 2022

From (Table 7), it is found that the majority of the respondents (70 percent) are satisfied and 19 percent of respondents are neutral in their opinion regarding insurance benefits that are available in banks. On the other hand, only 6 percent of respondents are dissatisfied. The mean value of employees' response is 4.355 which lies in the satisfaction category and the SD is 1.03651, which

indicates the opinion of the employees is less deviated, i.e., the employees are satisfied with the availability of group insurance benefits.

6.16 Work Place During Covid 19:

The environment of the workplace is very vital to get the best output from the employees. The workplace in the bank should be neat and clean, safe and secure from any kind of hazard.

Table 8. Work Place Satisfaction

Satisfaction Level	Frequency	Percent	Mean	SD
Highly dissatisfied	4	4.0	3.900	0.812
Dissatisfied	4	4.0		
Neutral	32	32.0		
Satisfied	50	50.0		
Highly satisfied	10	10.0		
Total	100	100		

Source: Field Survey, February-March 2022

(Table 8) reveals that out of 100 employees 50 percent are satisfied, 10 percent of workers are highly satisfied and 32 percent are neutral regarding suitable workplaces in the banking industry in Bangladesh**.** Here, the Mean value 3.9 that is in the nearly satisfied category of workers' responses. The standard deviation(SD) is 0.812, which indicates that the number of employees of banks in Bangladesh get a proper workplace. So, maximum workforces are satisfied with their workplace.

6.17 Holiday Benefits During Covid 19:

Bangladesh's banking personnel get holiday benefits properly. Every bank employee enjoys the weekend, festival, government, and other holidays.

Table 9. Holiday Benefits of Employees

Satisfaction Level	Frequency	Percent	Mean	SD
Highly dissatisfied	11	11.0	3.080	1.2003
Dissatisfied	23	23.0		
Neutral	20	20.0		
Satisfied	40	40.0		
Highly satisfied	16	16.0		
Total	100	100		

Source: Field Survey, February-March 2022

(Table 9) reveals that out of 100 employees majority of workers 40 (percent) show their satisfaction while 23 percent are dissatisfied and 20 percent workers are neutral and 11 percent workers are highly dissatisfied and 16 percent workers are highly satisfied with their work holiday. The table

shows mean value 3.08, which is the neutral category of workers satisfaction level. Here the value of SD represents1.2003 that indicates the opinion that employees are satisfied.

6.18 Working Hour During Covid 19:

Most of the time employees work more than 8 hours in the banks to complete their daily works. Usually, they are neither satisfied nor dissatisfied with their working hours.

Table 10. Working Hour

Satisfaction Level	Frequency	Percent	Mean	SD
Highly dissatisfied	3	3.0	3.255	.85064
Dissatisfied	22	22.0		
Neutral	20	20.0		
Satisfied	45	45.0		
Highly satisfied	10	10.0		
Total	100	100		

Source: Field Survey, February-March 2022

From (Table 10) it is found that the majority of the workers (20 percent) are neutral and 45 percent of work forces are satisfied regarding working hour. On the other hand, only 22 percent of respondents are dissatisfied and 10 percent of personnel are highly satisfied with working hours. The mean value 3.255 indicates the neutral position of workers satisfaction and the SD is 0.8506, which indicates the options of employee's were satisfied with the working hours.

6.19 Bonus During Covid 19:

Different incentives/bonuses are provided to the employees in the banking sector of Bangladesh. Likewise, Sample banks in Dhaka city also give incentives to their employees.

Table 11. Incentives

Satisfaction Level	Frequency	Percent	Mean	SD
Highly Dissatisfied	6	6.0	3.7150	1.26164
Dissatisfied	30	30.0		
Neutral	4	4.0		
Satisfied	50	50.0		
Highly Satisfied	10	10.0		
Total	100	100.0		

Source: Field Survey, February-March 2022

From the above (Table 11), it is seen that 50 percent and 30 percent of respondents are respectively highly satisfied and satisfied regarding the incentives of the banks. In this case, 30 percent of employees are dissatisfied. Here, 3.715 is the mean value that falls near the satisfaction category of the responses of employees. The SD 1.26164 denotes that the opinion of the employees is less

scattered. So, it can be concluded that the Sample banks play a positive role in providing bonuses to their employees.

6.20 Provident Fund Facilities During Covid 19:

There are provident fund facilities for the employees in the banking sector in Bangladesh. Employees' opinions regarding provident fund facilities are shown in the table below.

Table 12. Provident Fund Facilities

Satisfaction Level	Frequency	Percent	Mean	SD
Highly dissatisfied	6	6.0	3.730	1.13735
Dissatisfied	9	9.0		
Neutral	15	15.0		
Satisfied	55	55.0		
Highly satisfied	15	15.0		
Total	100	100		

Source: Field Survey, February-March 2022

The (Table 12)above depicts 15 percent of employees are highly satisfied and 55 percent of workers are satisfied while 15 percent of personnel are neutral concerning satisfaction of provident fund facilities. Here, the mean value 3.73 is in the neutral position of satisfaction level.SD 1.13735 denotes that the opinion of the employees is less deviated**.** So, the researcher can conclude that most of the time employees are satisfied with provident fund facilities**.**

6.21 Medical Allowance During Covid 19:

Medical allowances are the established rights of every employee of the banks in Bangladesh. There is not a single bank without this facility.

Table 13. Medical Allowance

Satisfaction Level	Frequency	Percent	Mean	SD
Highly dissatisfied	5	5.0	4.045	1.13994
Dissatisfied	6	6.0		
Neutral	15	15.0		
Satisfied	28	28.0		
Highly satisfied	46	46.0		
Total	100	100		

Source: Field Survey, February-March 2022

(Table 13) reveals that 46 percent of employees are highly satisfied and 28 percent are satisfied with their medical allowances. On the other hand, 15 percent of workforces are neutral and 6 percent of employees are dissatisfied with these facilities. The mean value is 4.045,which falls in the satisfied category of employees' responses.

6.22 The Bank Give special incentive which was circulated by Bangladesh Bank during covid 19:

Special incentive are the established during covid 19 rights of every employee of the banks in Bangladesh. There is not a single bank without this facility.

Table 14. Provident Fund Facilities

Satisfaction Level	Frequency	Percent	Mean	SD
Highly dissatisfied	6	6.0	3.730	1.13735
Dissatisfied	9	9.0		
Neutral	15	15.0		
Satisfied	55	55.0		
Highly satisfied	15	15.0		
Total	100	100		

Source: Field Survey, February-March 2022

The (Table 14)above depicts 15 percent of employees are highly satisfied and 55 percent of workers are satisfied while 15 percent of personnel are neutral concerning satisfaction of the Special incentive are the established during covid 19. Here, the mean value 3.73 is in the neutral position of satisfaction level.SD 1.13735 denotes that the opinion of the employees is less deviated**.** So, the researcher can conclude that most of the time employees are satisfied with Special incentive are the established during covid 19 facilities**.**

6.23 Findings of the Study:

Cash Department is one of the most important Departments in any Bank. It serves as a center- point for all other departments and without it no transaction can be done. For that reason, all Bank in Bangladesh remain opened their Cash Department during the pandemic situation. The Cash Officer continued their service during the pandemic situation although they were in severe health risk. During COVID-19 period, all Banks could not achieve their target for that reason most of the Bank in Bangladesh reduced salary of the employees, reduce cost of the bank, stopped the promotion, increment also incentive bonus etc. But the Employees who work in Cash Department are satisfied in the job because of they were continued their job smoothly during the COVID-19 period for getting better help, support and motivation from the Bank Authority.

Chapter Seven

Recommendations and Conclusion

7.1 Recommendations:

In light of the findings of the study, the following policy recommendations are made to improve employees' job satisfaction toward the bank:.

- Bank should revise their salary structure by considering present situation of Bangladesh.
- Bank should provide employee buses, which will be effective for their employees' jobs and hustle free commute to the banks regularly.
- Banks should increase holiday benefits to the bankers for decreasing employee job switching.
- Bankers need to work more hours than that of normal office hours. So, top management should give importance to these extra working hours.
- Regularity should be maintained in promoting the employees, incentive, increment based on their performance.

7.2 Conclusion:

The banking sector is playing a vital role in the economy of Bangladesh. The measurement of employees' satisfaction is a sophisticated assignment in the banking concern especially in Cash Department though it was a complex job. It is observed from the descriptive and empirical analysis that in the case of rendering services, Banks have some successes as well as lacking in all respects for their employees' satisfaction. It is remarkable that according to descriptive analysis, Banks have held a better position for their employees' satisfaction. The overall performance of the Banks regarding employees' satisfaction is good. The research revealed that through implementing the different influential factors such as salary, promotion, transport facilities, insurance benefits, working environment, holidays, working hours, incentives, provident fund, and medical allowances, the overall job satisfaction of the bank's employees' increases. So, it can be said that for practicing human resources policies and strategies in the banks both the banks and employees are benefited. The findings of the paper will contribute and create some new dimensional knowledge for obtaining the banks' development, developing the service styles and processes, and increasing employees' job satisfaction.

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