

**THE CORRELATION BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE
ENGAGEMENT: A STUDY ON SHAHJALAL ISLAMI BANK PLC., MOULVIBAZAR
BRANCH**

Shahjalal Islami Bank PLC., Moulvibazar Branch

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Submitted in Partial Fulfillment of the Requirements for the Degree
Bachelor of Business Administration



Date (April, 2026)

Internship Report Approval Form

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Internship Organization: Shahjalal Islami Bank PLC

Internship Report Topic: The correlation between emotional intelligence and employee engagement in the banking sector

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Letter of Transmittal

19th April 2026

Dr. Muhammad Hasibul Hasan

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Satmasjid Road, Dhanmondi, Dhaka-1209

Subject: Submission of Internship Report on “*The Correlation between Emotional Intelligence and Employee Engagement in the Banking Sector: A Study on Shahjalal Islami Bank PLC.*”

Dear Sir,

With due respect, I would like to submit my internship report titled “*The Correlation Between Emotional Intelligence and Employee Engagement in the Banking Sector: A Study on Shahjalal Islami Bank PLC.*” as a part of the requirements for the completion of my undergraduate program, Bachelor of Business Administration (BBA) at the University of Liberal Arts Bangladesh (ULAB).

This report combines theoretical knowledge gained throughout my studies with practical insights drawn from my internship experience at Shahjalal Islamic Bank PLC. I hope that the content of this report meets your expectations, and I look forward to receiving your valuable feedback.

Sincerely,

Roshni Aftab Rafa

ID: 181 011 172

Bachelor of Business Administration (BBA)

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Acknowledgement

First and foremost, I express my deepest gratitude to the Almighty for granting me the strength, patience, and opportunity to successfully complete this internship report.

I would like to convey my sincere appreciation to my honorable supervisor, Dr. Muhammad Hasibul Hasan, Assistant Professor, University of Liberal Arts Bangladesh (ULAB), for his invaluable guidance, continuous support, and constructive feedback throughout the preparation of this report. His insightful suggestions and encouragement have greatly enriched both my work and learning experience.

I am also grateful to the management of Shahjalal Islami Bank Limited (SJIBL) for providing me with the opportunity to complete my internship at the Moulvibazar Branch. I would like to extend my heartfelt thanks to the Branch Manager, officers, and staff members for their cooperation, guidance, and support during my internship period. Their friendly and professional approach created a positive learning environment and enabled me to gain practical insights into banking operations.

Finally, I would like to express my sincere gratitude to my family, friends, and classmates for their continuous encouragement, motivation, and moral support throughout this journey. Their support played a significant role in the successful completion of this report.

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Part A

Chapter 1: Internship Preparation

1.1 Motivation for the Internship

As a student of Business Administration majoring in **Human Resource Management** at the University of Liberal Arts Bangladesh (ULAB), I was eager to gain practical experience to complement my academic learning. While theoretical knowledge provided a foundation, I wanted to understand how organizational practices function in a real workplace.

The internship was an opportunity to experience a professional environment where discipline, structure, and coordination are essential. I chose the banking sector because it operates under well-defined systems and requires a high level of professionalism.

Through this internship, I aimed to improve my communication skills, understand workplace dynamics, and prepare myself for future career opportunities.

1.2 Seeking the Internship

Finding a suitable internship required effort and planning. I explored job portals, consulted with seniors and faculty members, and looked for opportunities aligned with my HRM background. I also prepared my CV and cover letter carefully to present myself professionally.

I came across the opportunity to apply at **Shahjalal Islami Bank PLC** and decided to pursue it due to its strong reputation and structured environment. After submitting my application and following up, I was invited for an interview.

1.3 Internship Interview Experience

The interview at Shahjalal Islami Bank PLC was my first experience in a professional setting, so I initially felt nervous. However, the environment was welcoming, and the interviewer maintained a friendly and professional tone, which helped me feel more comfortable.

I was asked about my motivation for joining the bank, my strengths, and my academic background. I explained my interest in gaining practical experience and learning about organizational practices. I also highlighted my willingness to learn and improve my skills.

The interviewer also asked about my preferred branch, and I expressed my interest in joining the Moulvibazar Branch. The interview lasted around 10–12 minutes. Shortly after, I received confirmation of my selection, which marked the beginning of my internship journey.

1.4 About the Organization

Shahjalal Islami Bank Limited (SJIBL) is a well-established and rapidly expanding private commercial bank in Bangladesh, recognized for its commitment to **Islamic banking principles**. Since its **establishment on April 1, 2001**, the bank has been delivering Shariah-compliant financial services to a wide range of customers across the country. It **operates under the regulatory framework of the Bank Companies Act of 1991** and is supervised by Bangladesh Bank, ensuring adherence to national banking standards.

The bank aims to combine modern financial practices with the ethical foundations of Islamic Shariah. Unlike conventional banks, SJIBL structures its products and services to be interest-free, focusing instead on principles such as profit-sharing, risk-sharing, and social responsibility. This approach allows the bank to maintain both financial integrity and ethical accountability in its operations.

1.4.1 Services and Network

As of March, 2026: Shahjalal Islami Bank operates through **142 branches** located in different parts of Bangladesh. It also has a large network of **ATM and CRM booths**, **agent banking outlets**, and **mobile banking services** to reach more customers, especially those in rural and underserved areas.

The bank provides a wide range of services to individuals, businesses, and institutions. Some of its major services include:

- **Deposit Schemes** (Mudaraba Savings, Term Deposits, Monthly Profit Scheme, etc.)
- **Investment Services** (business loans, personal finance, SME financing)
- **Foreign Trade & Exchange** (LCs, remittance, export-import services)
- **Digital Banking** (Internet banking, mobile apps, and SMS banking)
- **Card Services** (Debit, Credit, and Prepaid cards under Islamic principles)
- **CSR Activities** (donations, scholarships, health camps, disaster relief)

SJIBL works hard to ensure **customer satisfaction, operational efficiency, and social responsibility**, all while maintaining strict compliance with Shariah guidelines.

1.4.2 Vision of the Bank

To be the most respected Shariah-based banking and investment institution in Bangladesh, committed to creating sustainable value for all stakeholders while promoting human development grounded in strong moral and ethical principles.

1.4.3 Mission of the Bank

The mission of Shahjalal Islami Bank Limited is to provide high-quality, customer-focused banking with strong integrity, innovation and inclusiveness. It aims to create sustainable value, enhance professional and system development, ensure secure digital services and promote ethical human resource development.

1.4.4 Organizational Structure and Leadership

SJIBL has a strong **corporate structure** designed to manage large-scale banking operations efficiently. The bank is led by:

- **Chairman: Mr. Mohammed Younus**
Provides strategic direction, governance, and oversight for the bank's activities.
- **Managing Director & CEO: Mr. Mosleh Uddin Ahmed**
Responsible for overall business operations, implementation of policies, and decision-making.
- **Shariah Supervisory Committee**
A group of Islamic scholars who ensure all services and activities follow Shariah rules.
- **Board of Directors**
Includes experienced professionals and financial experts who monitor the bank's performance and help guide long-term strategies.

The bank currently **employs over 2,000 full-time staff** and continues to expand its workforce with the ongoing establishment of new branches and digital service platforms. Each branch operates under the leadership of a **Branch Manager**, who is supported by Deputy Managers, HR Officers, and Executives across various functional areas, including **General Banking, Investment, Foreign Trade, and Operations**.

Chapter 2: About the Internship

2.1 Job Duties and Responsibilities as an Intern

Shahjalal Islami Bank Limited (SJIBL) operates an extensive network of branches across Bangladesh, and I was assigned to the **Moulvibazar Branch**, a moderately sized yet active branch serving a significant number of clients daily. The branch is structured into three main departments: **General Banking, Investment Banking, and Foreign Exchange**. During my internship, I actively contributed to daily operations across these departments, gaining practical exposure to core banking processes.

General Banking Department:

In this department, I assisted clients with opening new accounts by guiding them through required forms and verifying submission of necessary documents, including National ID cards, nominee information, photographs, and birth certificates. I also organized and maintained signature cards systematically according to account numbers and dates to ensure accurate record-keeping. Additionally, I registered and updated debit cards and cheque books, contacting clients for collection, taking their signatures, and recording account/card information in the system. **These tasks helped me enhance my communication skills and gain firsthand experience in customer service.**

Investment Banking Department:

During my time in this department, I primarily focused on organizing and updating client documents to ensure accuracy and completeness. I occasionally assisted in filling out forms on behalf of clients and scanned documents for submission to the Head Office. **These responsibilities allowed me to develop precision and attention to detail in handling banking documentation.**

Foreign Exchange and Transaction Operations:

In the Foreign Exchange and transaction operations, I was responsible for registering and maintaining records of daily clearing cheques. I cross-checked transactions processed through RTGS (Real-Time Gross Settlement), a secure system for immediate, high-value fund transfers between bank accounts. I also updated information for upcoming cheques that were scheduled for clearing, as well as those already processed. **This work significantly improved my accuracy in financial data management and strengthened my understanding of secure online banking operations.**

Through these tasks, I gained practical insight into the operational workflow of a bank, from customer-facing services to back-office transaction management, and developed skills essential for professional banking practice, including record-keeping, data verification, and client interaction.

2.2 Office Description and Work Environment

The **Moulvibazar Branch** of Shahjalal Islami Bank is located in a busy area of Moulvibazar town. Although the branch is moderately sized, it is well-organized, clean, and professionally arranged. Each department—**General Banking, Investment, and Foreign Exchange**—has a dedicated space with clearly defined responsibilities, ensuring smooth workflow and efficient service for customers.

One of the most valuable aspects of my internship was the friendly and supportive work environment. From the staff members and officers to the branch manager, everyone was cooperative, welcoming, and treated me with respect, which made me feel valued despite being an intern.

The team actively involved me in practical tasks while also guiding me in preparing my internship report. They shared their personal experiences, provided suggestions, and offered insights that added real-life perspective to my work. They were flexible with my schedule, enabling me to balance daily tasks and report writing effectively. Whenever I had questions, there was always someone ready to guide me patiently.

Overall, the branch fostered a professional, supportive, and learning-oriented culture, which greatly enhanced my internship experience. This environment helped me gain confidence, practical skills, and a deeper understanding of banking operations.

2.3 Skills Applied, New Skills Learned, and My Contributions

During my internship at Shahjalal Islami Bank's Moulvibazar Branch, I gained valuable practical experience, applied theoretical knowledge, and developed new skills that enhanced both my professional and personal growth. I also contributed meaningfully to the branch's daily operations, supporting staff across multiple departments.

Skills Applied:

Communication Skills: I effectively communicated with clients, assisted them in completing account forms, and provided clear and polite responses to their queries.

Organizational Skills: I maintained organized records of account documents, signature cards, cheque books, and investment files to ensure accuracy and easy retrieval.

Teamwork: I collaborated closely with officers from different departments to complete tasks efficiently and meet daily operational requirements.

New Skills Learned:

Data Entry on Bangladesh Bank Portal: I learned to calculate outstanding LC (Letter of Credit) values and enter the data into the central banking system with accuracy.

Using Ultimus Software: I gained hands-on experience with the Ultimus core banking system for updating client data, tracking transactions, and supporting internal workflow.

Understanding SWIFT System: I acquired a basic understanding of how secure international financial messages are transmitted through the SWIFT network for import/export and foreign exchange transactions.

Handling Client Documents: I developed the ability to verify client documents, ensuring completeness and compliance before forwarding them for approval.

Time Management: I learned to prioritize and manage multiple daily tasks, balancing client interactions, data entry, and documentation efficiently.

Professional Workplace Behavior: Observing branch officers' conduct helped me understand formal workplace etiquette and how to maintain professionalism while interacting with clients and colleagues.

My Contributions to the Branch:

- Assisted officers by handling operational tasks such as document verification, account opening support, and organizing files, thereby reducing their workload.

- Supported client service during busy hours by helping customers fill out forms and addressing routine inquiries.
- Maintained accuracy while entering LC data into the Bangladesh Bank portal, saving time for the Foreign Exchange Department.
- Assisted in scanning and emailing documents to the Head Office, facilitating smooth internal communication and documentation processes.

Despite being an intern, I approached each task with responsibility and commitment. I take pride in knowing that my contributions, although small, helped improve efficiency and supported the branch's operations across multiple departments.

2.4 Connection between Academics and Internship Role

During my BBA studies at ULAB, I completed several courses that provided a strong foundation for understanding the practical aspects of office work during my internship at Shahjalal Islami Bank Limited. Courses such as **Human Resource Management** and **Human Resource Planning** helped me understand recruitment processes, documentation practices, and organizational operations, which directly related to tasks like managing client files and coordinating office procedures.

From **Managerial Skills Development** and **Industrial Psychology**, I learned how to adapt to workplace responsibilities, observe leadership behavior, and work effectively within a team. The **Training and Development** course allowed me to appreciate the guidance and informal mentoring provided by branch officers, enhancing my practical learning experience. Additionally, **Business Communication** strengthened my professional interactions and improved my ability to communicate effectively with clients and colleagues, both in person and via formal correspondence.

My knowledge from general courses such as **Financial Accounting** and **Operations Management** also proved valuable in understanding document verification, cheque processing, and other banking operations. Furthermore, exposure to systems like **Ultimus** and **SWIFT** during the internship became more meaningful due to my academic background, enabling me to connect theoretical knowledge with practical application.

Overall, the internship provided an opportunity to apply academic concepts in a real-world banking environment, bridging the gap between theory and practice and making my education more relevant and impactful.

Chapter 3: Self-Reflection

3.1 Internship Reflection

My internship at **Shahjalal Islami Bank Limited (SJIBL), Moulvibazar Branch**, was an enriching and highly rewarding experience. It was my first opportunity to work in a professional office environment and apply the theoretical knowledge gained during my BBA studies. One of the most valuable aspects of the internship was the **supportive and respectful work culture**. From the branch manager to the officers and staff, everyone treated me kindly, guided me patiently, and encouraged me whenever I faced difficulties. This welcoming atmosphere helped me adjust quickly and facilitated effective learning.

During my internship, I had the opportunity to work across multiple departments, including **General Banking, Investment, and Foreign Exchange**. This exposure allowed me to understand the operations of different sections of a bank and participate in various practical tasks. I assisted clients with account opening, verified and organized documents, updated LC (Letter of Credit) outstanding data on the Bangladesh Bank portal, and prepared and managed records for internal processing. These responsibilities enhanced my confidence and provided valuable hands-on experience.

The staff also supported me in preparing my internship report by sharing their experiences and offering constructive suggestions. Their flexibility allowed me to balance daily operational tasks with my academic responsibilities, making the overall experience both productive and manageable.

Initially, I faced some challenges, particularly with technical tools like **Microsoft Excel** and banking systems such as **SWIFT** and **Ultimus**. At first, I felt nervous and made minor mistakes. However, the officers were patient and provided guidance, which allowed me to improve steadily through practice and experience.

Although my major is in **Human Resource Management (HRM)** and I did not work directly in the HR division, since most HR activities are managed at the Head Office, the internship still provided valuable exposure to tasks relevant to HR, such as communication, coordination, and document management.

Overall, this internship has been one of the most impactful phases of my academic journey. It allowed me to transition from classroom learning to real-world application, observe the daily operations of a bank, and develop both professional and personal skills, including **communication, time management, and problem-solving**. The experience reaffirmed my interest in pursuing a career in Human Resource Management and motivated me to continue improving my skills.

I am sincerely grateful to **Shahjalal Islami Bank Limited** for providing this opportunity and to my teachers at **ULAB** for their guidance. I conclude this internship with increased confidence, practical knowledge, and a strong commitment to future professional growth.

3.2 How I Could Improve and How the Organization Could Utilize Me Better

Reflecting on my internship performance, I recognize several areas where I could have improved. Firstly, I could have prepared more thoroughly before starting the internship by learning basic **Microsoft Excel functions** and familiarizing myself with common **banking terms and procedures**. This preparation would have made my initial weeks less stressful and allowed me to contribute more effectively from the start.

Additionally, I could have been more confident in seeking help or feedback. At times, I hesitated to ask questions or clarify tasks, which slowed my learning. Over time, I became more comfortable communicating openly, and in the future, I aim to be **proactive** in seeking guidance and feedback from the beginning.

Regarding how the organization could utilize interns more effectively, I want to emphasize that it was not a shortcoming on their part that I was not placed in an HR-specific role. I am grateful that, despite not being directly involved in HR tasks, I was engaged in activities such as client service, document verification, data entry, and administrative coordination—tasks that are closely related to HR support functions. The officers also shared valuable HR-related experiences and advice, providing real-life insights from professionals in the field.

However, for future internships, the bank could consider assigning short **HR-related tasks** to interns, even at the branch level. Examples could include assisting with attendance tracking, leave updates, or maintaining employee files. Such opportunities would allow HR majors like me to **apply academic knowledge more directly** and gain practical exposure to HR functions.

3.3 Recommendations

Based on my internship experience, I would like to offer several recommendations to enhance the internship program at Shahjalal Islami Bank PLC.

Firstly, it would be beneficial if the bank could provide a brief orientation or training session at the start of the internship. **This session could introduce interns to commonly used systems such as Ultimus, SWIFT, and essential Microsoft Excel tools, which are critical for daily banking operations.** Many interns, including myself, are initially unfamiliar with these tools, and a basic overview would help them contribute more confidently from the beginning.

Secondly, **I suggest that interns, particularly those pursuing Human Resource Management (HRM), be offered opportunities to engage in branch-level HR-related tasks.** While core HR functions are primarily handled at the Head Office, exposure to activities such as assisting with recruitment paperwork, maintaining employee records, or attending staff meetings would provide a more relevant and practical learning experience for HR majors.

Thirdly, the introduction of **weekly feedback sessions with supervisors** could significantly improve the internship experience. Regular check-ins would allow interns to assess their progress, identify areas for improvement, and feel more integrated into the organization. These sessions would also provide a platform for interns to ask questions, discuss challenges, and reflect on their learning.

Lastly, **interns should be encouraged to observe internal meetings or small planning sessions.** Such exposure would offer valuable insights into professional decision-making, teamwork, and problem-solving in a real corporate environment. Observing how experienced officers handle discussions, address challenges, and coordinate tasks would enhance learning beyond routine operational duties.

Implementing these recommendations could make the internship program more structured, educational, and closely aligned with interns' academic goals, thereby enhancing its overall value for future students.

Chapter 4: Personal Development Plan

4.1 Career Objectives

Having completed my BBA in Human Resource Management (HRM) at ULAB, my immediate goal is to gain practical experience in a full-time HR role within a reputable organization. This will allow me to develop key skills in recruitment, employee relations, performance management, and compliance, while understanding corporate systems and managerial decision-making.

In the long term, I aspire to become an entrepreneur, applying the professional knowledge, discipline, and insights gained from structured corporate work to establish a sustainable and impactful business.

4.2 Skills I Want to Improve

My internship experience helped me identify several areas for further development. While I gained confidence in communication and professional etiquette, I recognized the need to enhance both technical and interpersonal skills to succeed in the job market.

Microsoft Excel and Digital Tools: Excel is a fundamental tool across departments, from HR to finance and customer service. During my internship, I initially struggled with data handling and formulas, but practice improved my proficiency. I now plan to pursue a professional Excel course to master advanced features such as **pivot tables, VLOOKUP, and charts**. Additionally, I aim to become more familiar with HRM Systems, which are widely used in large organizations.

Professional Communication: Clear and effective communication is essential in a formal work environment. From email correspondence to client interactions, every exchange matters. I intend to improve my **email writing, presentation, and verbal communication skills** through workshops, practice, and real-world application.

Time Management and Organization: Balancing daily office responsibilities with report-writing highlighted the importance of planning and prioritization. I plan to strengthen this skill by using digital tools such as calendars, task management apps, and to-do lists to manage multiple responsibilities efficiently.

Leadership and Decision-Making: Aspiring to lead teams in the future, I understand that leadership involves **inspiring others, making informed decisions, and building trust**, not just delegating tasks. I

aim to attend leadership seminars, read on team management and organizational behavior, and continue observing senior professionals to enhance my understanding of effective leadership.

Business and HR Knowledge: To prepare for a career in HR and eventual entrepreneurship, I plan to stay updated with **HR practices, labor laws, and digital HR tools** through online courses, webinars, and professional networking. I am also interested in exploring technological innovations in HR, such as AI-based recruitment systems, employee engagement software, and strategies for remote work.

4.3 Further Study Plans and Learning Approach

Learning is a continuous process, and I plan to pursue further education to deepen my knowledge and enhance career opportunities. I am considering a **Master's degree in Human Resource Management or Business Administration**, potentially abroad, to gain international exposure and strengthen my professional profile.

In addition to formal education, I intend to engage in **self-directed learning** through online platforms such as **Coursera, LinkedIn Learning**, and relevant YouTube tutorials. I also plan to attend free workshops, professional networking events, and job fairs to interact with industry experts and gain insights from their experiences.

4.4 Conclusion

My internship at **Shahjalal Islami Bank PLC, Moulvibazar Branch**, has been a highly valuable and formative phase of my academic journey. It provided my first exposure to a professional work environment and allowed me to apply theoretical knowledge from ULAB in practical, real-world settings. Working across multiple banking departments gave me hands-on experience in client service, documentation, transaction management and internal corporate systems. Although I faced initial challenges-particularly with technical tools like **Microsoft Excel** and banking software-I overcame them through practice, guidance from officers and persistent effort. The branch's supportive and collaborative environment, along with mentorship from staff, greatly enhanced my learning and confidence.

This internship not only strengthened my professional skills but also clarified my career vision and motivated me to continue developing both technical and interpersonal competencies. I am grateful to **Shahjalal Islami Bank PLC** for this opportunity and to my mentors at **ULAB** for their guidance. I conclude the internship with practical knowledge, meaningful professional relationships, and a strong commitment to lifelong learning and career growth.

Executive Summary

This report examines the relationship between emotional intelligence (EI) and employee engagement (EE) at Shahjalal Islami Bank Limited (SJIBL), focusing on the Moulvibazar Branch. In the banking sector, where service quality and customer interaction are crucial, employees must manage both technical responsibilities and interpersonal dynamics effectively, making emotional intelligence a key factor in performance.

Emotional Intelligence refers to the ability to recognize, understand, and regulate one's own emotions while also responding to others' emotions effectively. Employee Engagement reflects the level of energy, dedication, and focus employees bring to their work. This study aims to determine whether higher emotional intelligence leads to stronger employee engagement.

Data was collected from 30 employees using a structured questionnaire. EI was measured across five dimensions—self-awareness, self-regulation, motivation, empathy, and social skills—while EE was assessed through vigor, dedication, and absorption.

The findings indicate moderately high levels of both EI (≈ 3.83) and EE (≈ 3.79), along with a strong positive correlation ($r \approx 0.71$), suggesting that emotionally intelligent employees tend to be more engaged. Managerial staff showed higher levels of both EI and EE, while employees in high-pressure departments like Cash and Trade Finance reported relatively lower engagement. Among EI components, self-awareness and empathy scored highest, while motivation was comparatively lower.

These results highlight the importance of emotional competencies not only at an individual level but also as a driver of team performance and organizational effectiveness. They also suggest that workplace conditions and job roles can influence how emotional intelligence translates into engagement outcomes.

Based on these findings, the study recommends implementing EI training, strengthening leadership development, introducing recognition systems, and providing stress management support. Promoting teamwork and career development opportunities can further enhance engagement. Overall, the study confirms that emotional intelligence plays a significant role in improving employee engagement, contributing to better performance, service quality, and long-term organizational success.

Part B

Chapter 1: Introduction

1.1 Research Title

This study explores the relationship between Emotional Intelligence (EI) and Employee Engagement (EE) within the banking sector, with a specific focus on Shahjalal Islami Bank Limited (SJIBL). Emotional intelligence is widely recognized as a key individual competency that shapes how employees understand and manage emotions, interact with others, and perform in organizational settings (Salovey & Mayer, 1990; Goleman, 1998). In contrast, employee engagement represents the level of emotional and cognitive connection employees have with their work, which significantly influences productivity, satisfaction, and retention (Kahn, 1990; Saks, 2006).

The study, titled “The Correlation between Emotional Intelligence and Employee Engagement in the Banking Sector: A Study on Shahjalal Islami Bank PLC”, aims to determine whether employees with higher emotional intelligence demonstrate stronger engagement in their professional roles.

1.2 Research Question and Research Objective

Research Question:

This study is guided by the following primary research question:

“Does a significant correlation exist between Emotional Intelligence and Employee Engagement in the banking sector?”

Research Objective:

This study aims to examine the correlation of Emotional Intelligence on Employee Engagement, with a specific focus on Shahjalal Islami Bank Limited (SJIBL) at Moulvibazar Branch, by evaluating employees’ levels of Emotional Intelligence, estimating their degree of engagement, analyzing the relationship between these two variables and giving practical recommendations to enhance Employee Engagement through the development of Emotional Intelligence.

1.3 Background and Research Context

In today's dynamic business environment, Emotional Intelligence (EI) and Employee Engagement (EE) have become critical drivers of both individual and organizational performance. Emotional intelligence plays a significant role in shaping workplace behavior, communication, and interpersonal relationships (Goleman, 1998). At the same time, employee engagement has been strongly linked to improved productivity, customer satisfaction, and organizational success (Harter et al., 2002).

These two constructs are particularly important in service-oriented industries such as banking, where employees regularly interact with clients under time pressure and regulatory constraints. In such environments, emotional awareness and engagement directly influence service quality, teamwork, and job satisfaction.

The relevance of this topic is further supported by the evolving perspective of human resource management, which increasingly emphasizes emotional labor, service excellence, and interpersonal effectiveness as key performance factors (Hochschild, 1983; Goleman, 1998). In Bangladesh's competitive banking sector, technical skills alone are insufficient; employees must also demonstrate emotional competence and sustained engagement to meet organizational expectations.

Previous research provides strong evidence supporting the positive relationship between EI and EE. For instance, Thapa (2021) found that emotionally intelligent employees tend to exhibit higher levels of commitment, resilience, and alignment with organizational goals. Similarly, global studies suggest that emotional intelligence contributes to improved teamwork, reduced turnover, and enhanced employee morale (Bakker & Demerouti, 2008).

However, most of these studies have been conducted in non-Bangladeshi or non-Islamic banking contexts. Research focusing specifically on Islamic banks in Bangladesh remains limited, particularly regarding how emotional intelligence influences employee engagement within such institutions.

Therefore, this study aims to address this research gap by examining the relationship between EI and EE in Shahjalal Islami Bank Limited (Moulvibazar Branch). The findings are expected to contribute to the broader field of organizational behavior while providing practical insights for improving workforce performance and well-being.

1.4 Research Problem Statement

Despite extensive global research on emotional intelligence and employee engagement, there is a lack of empirical evidence within the context of Bangladesh's Islamic banking sector. Understanding how emotional intelligence influences employee engagement in institutions like Shahjalal Islami Bank Limited is essential for developing effective HR practices and leadership strategies.

This study addresses this gap by analyzing the correlation between Emotional Intelligence and Employee Engagement in a Shariah-based banking environment, providing context-specific insights for organizational improvement.

Chapter 2: Methodology

2.1 Type of Research

This study adopts a descriptive and correlational research approach. The descriptive aspect focuses on measuring the levels of emotional intelligence and employee engagement among employees, while the correlational aspect examines the relationship between these two variables. The objective is to identify patterns and associations rather than establish causality (Saks, 2006).

2.2 Research Design

A quantitative research design was used, specifically a correlational survey approach. This method allows for the collection of measurable data that can be statistically analyzed to identify relationships between variables.

A structured questionnaire was developed based on established frameworks of emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1998), as well as employee engagement dimensions such as vigor, dedication, and absorption (Schaufeli et al., 2002).

The correlational design enables the testing of the hypothesis that higher levels of emotional intelligence are associated with higher levels of employee engagement among banking professionals.

2.3 Population and Sampling

The population of this study consists of employees of Shahjalal Islami Bank PLC (SJIBL) at Moulvibazar Branch, including both **customer-facing roles** (such as tellers, relationship managers, and service officers) and **non-customer-facing roles** (such as administrative staff and mid-level managers), ensuring a diverse representation.

A **non-probability purposive sampling technique** was employed to select participants with at least **one year of work experience**, ensuring that respondents have adequate exposure to organizational practices and workplace dynamics.

Due to time and accessibility constraints during the internship period, the sample size was limited to **30 employees from the Moulvibazar Branch**. Although relatively small, the sample provides meaningful insights into the relationship between emotional intelligence and employee engagement within a specific organizational context.

2.4 Methods for Sampling, Data Collection, and Analysis

Sampling:

The study focuses on employees of Shahjalal Islami Bank Limited at the **Moulvibazar Branch**, including both customer-facing and non-customer-facing staff. A purposive sampling method was applied to select respondents with relevant work experience, ensuring informed and reliable responses within the practical limitations of time and access.

Data Collection:

Primary data were collected through a **structured questionnaire** consisting of two main sections:

- The first section measured **Emotional Intelligence (independent variable)** using items based on established *Goleman's* Five EI dimensions (*from Mixed Model*), including self-awareness, self-regulation, motivation, empathy and social skills.
- The second section measured **Employee Engagement (dependent variable)** using adapted items from the *Utrecht Work Engagement Scale (UWES)*, covering vigor, dedication, and absorption.

A **five-point Likert scale** (1 = Strongly Disagree, 5 = Strongly Agree) was used to ensure consistency and ease of analysis. The questionnaire was distributed both in printed form and via **Google Forms**, depending on participant convenience. Additionally, a brief **demographic section** was included to collect information such as age, gender, job position, and years of experience, providing contextual understanding of the data.

Data Analysis and Interpretation:

The collected data were analyzed using **Microsoft Excel and SPSS**. Initially, **descriptive statistics** (mean, standard deviation, and frequency) were used to summarize responses related to emotional intelligence and employee engagement. To examine the relationship between the variables, **Pearson's correlation analysis** was conducted to determine the **strength and direction** of the association between emotional intelligence and employee engagement. The results were evaluated at a **5% significance level ($p < 0.05$)** to determine statistical significance. Findings were presented using tables and charts to ensure clarity and effective interpretation.

Chapter 3: Findings and Discussion

3.1 Demographic Profile of Respondents

The study was conducted among **30 employees** of Shahjalal Islami Bank PLC, Moulvibazar Branch. Conducting a demographic analysis is essential to understand the background characteristics of the respondents, as factors such as age, gender, job position, and work experience may influence their levels of emotional intelligence (EI) and employee engagement (EE).

Table 1: Gender Distribution of Respondents

Gender	Frequency	Percentage
Male	25	90%
Female	5	10%
Total	30	100%

The results indicate that the majority of respondents were **male (90%)**, while **females comprised 10%** of the sample. This distribution reflects the male-dominated nature of the banking sector in Bangladesh, where men frequently occupy frontline and mid-level roles. Nevertheless, the substantial female representation (10%) aligns with the increasing trend of women joining the banking workforce, contributing to greater gender diversity and inclusiveness. The balanced representation of both genders allows for meaningful insights into employee's perceptions of Emotional Intelligence (EI) and Employee Engagement (EE), minimizing potential gender bias in the findings.

Table 2: Department-wise Distribution of Respondents

Department	Frequency	Percentage
Manager	1	3%
Deputy Manager	1	3%
Cash	7	23%
General Banking	4 (incl. GB In-Charge)	13%
Trade Finance	7 (incl. TF In-Charge)	23%
Investment	5	17%
Other Staff	5	17%
Total	30	100%

The table indicates that the majority of responses were obtained from employees in the **General Banking and Trade Finance departments (23% each)**, followed by **Investment (17%)**, **Cash (13%)**, and **Other Staff (17%)**. **The inclusion of both Managers and Deputy Managers ensures that leadership perspectives are also represented.** This distribution is particularly valuable, as it enables the study to capture insights from customer-facing staff, back-office personnel, and managerial roles, providing a comprehensive view of emotional intelligence (EI) and employee engagement (EE) across different organizational levels.

3.2 Questionnaire Analysis

The survey questionnaire was divided into two parts: one measuring **Emotional Intelligence (EI)** and the other assessing **Employee Engagement (EE)**. Respondents rated items on a 5-point Likert scale.

3.2.1 Emotional Intelligence (EI)

Table 3: Emotional Intelligence Questionnaire (Sample Items and Mean Scores)

EI Dimension	Sample Items (Likert Scale 1–5)	Mean Score
Self-Awareness	I can recognize my emotions and their effects easily	3.9
Self-Regulation	I can keep in check my disturbing emotions and desires.	3.8
Motivation	I push myself to improve or meet a standard of excellence.	3.7
Empathy	I understand others’ feelings and perspectives.	3.9
Social Skills	I listen to others effectively and resolve disagreements.	3.8
Overall EI Mean		3.81

The results reveal a moderately high level of emotional intelligence (EI) among respondents, with **an overall mean score of 3.81**. The highest scores were observed in **Self-Awareness (3.9)** and **Empathy (3.9)**, indicating that employees at Shahjalal Islami Bank are generally attuned to their own emotions and considerate of others’ perspectives—an essential quality in a customer-focused industry (Goleman, 1998). Conversely, the relatively lower score in **Motivation (3.7)** suggests that some employees may experience reduced drive to excel, potentially due to repetitive tasks or limited opportunities for career advancement within branch operations.

3.2.2 Employee Engagement (EE)

Table 4: Employee Engagement Questionnaire (Sample Items and Mean Scores)

EE Dimension	Sample Items (Likert Scale 1–5)	Mean Score
Vigor	I feel energetic about my job.	3.8
Dedication	I am enthusiastic and proud of my work.	3.7
Absorption	At work, my mind is fully focused on my tasks.	3.8
Overall EE Mean		3.77

The findings indicate a moderately high level of employee engagement (EE) among respondents, with **an overall mean score of 3.77**. The highest scores were observed in **Vigor (3.8)** and **Absorption (3.8)**, suggesting that employees generally invest effort and maintain focus in their work. **Dedication, however, recorded a slightly lower mean score of 3.7**, implying that while employees remain committed to their roles, some may experience reduced enthusiasm or pride, potentially due to job stress, workload pressures, or limited recognition (Saks, 2006).

3.3 Department-wise EI and EE Scores

Table 5: Average EI and EE Scores by Department

Department	EI Mean	EE Mean
Manager	4.2	4.3
Deputy Manager	4.0	4.1
Cash	3.5	3.4
General Banking	3.8	3.7
Trade Finance	3.6	3.6
Investment	3.9	3.8
Other Staff	3.7	3.5
Overall Mean	3.81	3.77

The departmental analysis indicates that **managers (EI = 4.2, EE = 4.3)** and **deputy managers (EI = 4.0, EE = 4.1)** achieved the highest scores in both emotional intelligence and employee engagement, highlighting the critical role of EI in leadership and its positive impact on workforce engagement. In

contrast, employees in the **Cash department recorded the lowest scores (EI = 3.5, EE = 3.4)**, likely due to high workload, time pressures, and repetitive tasks, which can diminish motivation and engagement.

Employees in General Banking and Investment departments reported relatively balanced levels of EI and EE, reflecting their active involvement in customer interactions and decision-making responsibilities. **Other staff members (EI = 3.7, EE = 3.5)** demonstrated moderate levels, potentially influenced by fewer opportunities for recognition or career progression.

3.4 Correlation Analysis

Table 6: Correlation between Emotional Intelligence and Employee Engagement

Variables	Emotional Intelligence	Employee Engagement
Emotional Intelligence	1	0.72
Employee Engagement	0.72	1

The correlation analysis yielded a coefficient of $r = 0.72$, indicating a **strong positive relationship between Emotional Intelligence (EI) and Employee Engagement (EE)**. This suggests that employees with higher levels of EI are more likely to exhibit greater engagement, motivation, and focus in their work. These results provide empirical support for the central research question of this study:

“Does a significant correlation exist between emotional intelligence and employee engagement in the banking sector?”

The answer is **yes**, the results clearly show a significant correlation.

This finding supports existing research, which suggests that emotionally intelligent employees are more engaged, motivated, and productive (Bakker & Demerouti, 2008; Harter et al., 2002).

3.5 Discussion

The findings of this study clearly demonstrate that emotional intelligence (EI) has a significant impact on employee engagement (EE) at Shahjalal Islami Bank PLC.

- **Theoretical Support:** The results align with *Goleman’s (1998)* framework of emotional Intelligence, which highlights self-awareness, self-regulation, motivation, empathy, and social skills as critical drivers of workplace effectiveness. Similarly, the findings validate *Kahn’s (1990)*

model of Employee Engagement, which emphasizes that personal and psychological resources strongly influence employees' commitment, focus, and involvement in their work (Goleman, 1998; Kahn, 1990).

- **Leadership Matters:** Managers and Deputy managers exhibited the highest levels of EI and EE, indicating that Emotional Intelligence is a core leadership competency. Leaders with high EI are better equipped to motivate staff, resolve conflicts and cultivate a supportive and productive work environment.
- **Departmental Variations:** Employees in the Cash and Trade Finance departments scored comparatively lower on both EI and EE. This trend reflects the nature of their work, which often involves repetitive and transactional tasks. Targeted interventions such as stress management programs, EI development workshops and employee recognition initiatives are likely to enhance engagement within these groups (Bakker & Demerouti, 2008).
- **Gender Neutrality:** The study observed no significant differences between male and female employees, suggesting that both genders can achieve high levels of EI and EE when provided with similar opportunities and support.
- **Practical Implications:** Based on these insights, the bank may consider the following initiatives:
 - Implementing EI training programs for all employees to enhance self-awareness, empathy, and interpersonal skills.
 - Designing recognition and reward systems to boost motivation and reinforce dedication.
 - Promoting team-building activities and initiatives to strengthen social interaction, collaboration, and cross-departmental engagement.
 - Introducing stress management strategies and workload optimization in departments with high task intensity.

The study highlights that fostering emotional intelligence is a strategic way to enhance employee engagement, leading to improved performance, organizational growth, and customer satisfaction.

Chapter 4: Recommendations

The findings of the survey provide valuable insights into the relationship between **Emotional Intelligence (EI)** and **Employee Engagement (EE)** at Shahjalal Islami Bank PLC. The results indicate that employees with higher levels of emotional intelligence tend to demonstrate greater engagement in their work, particularly in areas related to self-awareness and understanding others' emotions. Higher levels of both EI and engagement were observed among managerial positions, such as managers and deputy managers, suggesting that leadership plays a significant role in shaping workplace culture.

Overall, employees reported positive levels of dedication, cooperation, and commitment across departments, reflecting a generally supportive and productive work environment within the bank.

However, the study also identified certain areas requiring improvement. The **Motivation dimension** of Emotional Intelligence scored comparatively lower, indicating that some employees may feel less driven or insufficiently recognized for their contributions. Employees working in high-pressure departments, such as **Cash and Trade Finance**, reported relatively lower engagement due to repetitive tasks and heavy workloads. While social skills were found to be satisfactory, there is still scope for improving **teamwork, interdepartmental communication, and collaboration**.

Based on these findings, the following recommendations are proposed to enhance employee engagement through the development of emotional intelligence:

- Introduce **Emotional Intelligence training programs** to improve self-awareness, empathy, and motivation, particularly for employees in high-stress roles.
- Conduct **leadership development initiatives** to enable managers and supervisors to effectively guide, motivate, and support their teams.
- Implement **Employee Recognition and Reward systems**, such as performance-based awards and appreciation programs, to strengthen motivation and commitment.
- Apply **stress management techniques and task rotation strategies** in departments like Cash and Trade Finance to reduce workload pressure and increase engagement.
- Organize **team-building activities and cross-departmental projects** to enhance communication, collaboration, and workplace relationships.
- Expand **career development opportunities** through training programs, mentorship, and transparent promotion pathways to encourage long-term commitment.

- Promote **work-life balance and employee well-being** through initiatives such as flexible working arrangements, mental health awareness, and wellness programs.
- Integrate **emotional intelligence assessments** into recruitment and performance appraisal systems to support continuous employee development.

By implementing these recommendations, Shahjalal Islami Bank PLC can foster a more emotionally intelligent workforce, leading to higher employee engagement, improved collaboration, and enhanced overall organizational performance.

Chapter 5: Conclusion and Discussion

This study establishes that **Emotional Intelligence (EI)** has a significant positive impact on **Employee Engagement (EE)** at Shahjalal Islami Bank Limited, **Moulvibazar Branch**. Based on responses from 30 employees, the findings indicate that individuals with higher levels of self-awareness, empathy, and social skills tend to exhibit greater engagement in terms of Vigor, Dedication, and Absorption. The correlation analysis ($r = 0.72$) reveals a strong and positive relationship between emotional intelligence and employee engagement, confirming the importance of EI in the banking sector.

The results further demonstrate that higher levels of employee engagement contribute to improved workplace productivity, as engaged employees display greater energy, focus, and enthusiasm in their tasks. These findings are consistent with prior research by *Goleman (1998)* and *Kahn (1990)*, which suggest that emotionally intelligent employees are better equipped to manage workplace challenges, maintain positive relationships, and sustain motivation (Goleman, 1998; Kahn, 1990). Similarly, *Thapa (2021)* found that higher Emotional Intelligence enhances employee resilience and alignment with organizational goals, leading to increased engagement and performance (Harter et al., 2002; Thapa, 2021).

The study also highlights variations across departments. Employees in managerial positions, such as managers and Deputy managers, exhibited higher levels of both EI and EE, indicating their critical role in fostering an engaged workforce. In contrast, employees in departments such as **Cash and Trade Finance** reported relatively lower engagement, likely due to repetitive tasks and higher workload pressures. This observation aligns with previous studies (Schaufeli et al., 2002; Bakker & Demerouti, 2008), which emphasize that job demands and stress can negatively affect engagement unless supported by adequate resources and emotional resilience.

Overall, the findings suggest that developing emotional intelligence is not only beneficial at the individual level but also serves as a strategic factor in enhancing organizational performance. Initiatives such as **EI training, leadership development, and stress management programs** can significantly improve employee engagement by creating a supportive, motivating, and inclusive work environment. Engaged employees are more likely to remain committed, perform effectively, and contribute to long-term organizational success—an essential factor in today's competitive, customer-oriented banking industry.

For future research, a larger sample size across multiple branches and the use of longitudinal study designs would provide more comprehensive insights into the long-term impact of emotional intelligence on

employee engagement and performance. Additionally, integrating performance indicators such as **customer satisfaction and productivity metrics** would strengthen the understanding of how EI and EE contribute to overall organizational growth.

In conclusion, emotional intelligence is a strong predictor of Employee Engagement. Organizations that prioritize EI within their human resource strategies can enhance employee well-being, improve performance, and achieve sustainable competitive advantage.

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Appendix

Questionnaire

Title: Correlation between Emotional Intelligence and Employee Engagement in the Banking Sector

Organization: Shahjalal Islami Bank PLC, Moulvibazar Branch

Instruction: Please indicate your level of agreement with each statement on a 5-point Likert scale:

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

Section A: Demographic Information

(Please tick/mark the correct option)

1. Gender: ☐ Male ☐ Female
2. Age: ☐ 20–29 ☐ 30–39 ☐ 40–49 ☐ 50+
3. Department: ☐ General Banking ☐ Cash ☐ Trade Finance ☐ Investment ☐ Other
4. Position: ☐ Manager ☐ Deputy Manager ☐ Officer ☐ Staff
5. Years of Experience: ☐ 1–3 years ☐ 4–6 years ☐ 7–10 years ☐ 10+ years

Section B: Emotional Intelligence (EI)

Table 1: Emotional Intelligence Items

Dimension	Statements	Scale (1–5)
Self-Awareness (SA)	I can recognize my emotions and their effects easily.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I am aware of my strengths and limits.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I understand how my emotions affect decision-making.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Self-Regulation (SR)	I can control my impulses and emotional reactions.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I adapt easily to change in the workplace.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I stay calm under pressure.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Motivation (M)	I set challenging goals for myself at work.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Dimension	Statements	Scale (1–5)
Empathy (E)	I stay persistent even when facing obstacles.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I feel driven to perform beyond expectations.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I can understand my colleagues' perspectives.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I can anticipate the needs of customers/clients.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I show concern when others are facing difficulties.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Social Skills (SS)	I communicate clearly and effectively with others.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I resolve conflicts and disagreements constructively.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I work collaboratively with my team to achieve goals.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Total EI Items = 15 (3 per dimension)

Section C: Employee Engagement (EE)

Table 2: Employee Engagement Items

Dimension	Statements	Scale (1–5)
Vigor	I feel energetic and enthusiastic about my job.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I exert full effort to complete my tasks.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Dedication	I am proud of the work I do.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	My job inspires me to give my best.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Absorption	At work, time passes quickly because I am fully focused.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
	I become deeply involved in my work.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

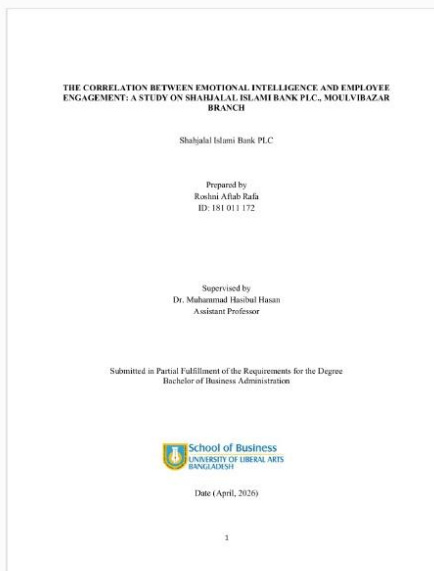


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شاه جلال اسلامي بنك بي إل سي

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শাহজালাল ইসলামী ব্যাংক পিএলসি.
আন্তরিক সেবায় প্রতিশ্রুতিবদ্ধ

Human Resources Division

SJIBPLC/CHO/HRD/2026/ 180
February 08, 2026

Ms. Jennifer Hossain
Director –International Affairs
Alumni Affairs & In – Charge – Career Service Office
University of Liberal Arts Bangladesh
688 Beribadh Road, Mohammadpur, Dhaka-1207, Bangladesh

Sub: Acceptance of Internship

Muhtarama,

Assalamu-Alaikum.

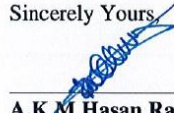
With reference to your letter dated 29/12/2025 we are pleased to inform you that management of Shahjalal Islami Bank PLC. has allowed **Ms. Roshni Aftab Rafa**, student of BBA, **ID-181011172** of your University for internship at Pallabi Branch, Dhaka of our Bank for a period of 3 (three) months effective from 08/02/2026 to 07/05/2026.

During the internship, **Ms. Roshni Aftab Rafa** should not divulge any internal information/report of our Bank to the outsiders and she may advise to submit an internship report to Human Resources Division, Corporate Head Office, Dhaka within 7 (seven) days on completion of the internship program through our Moulvi Bazar Branch.

Kindly note that during the internship the bank will not provide any sort of allowance or TA/DA to complete this program

Ma-assalamah.

Sincerely Yours,


A.K.M Hasan Rahim
EVP & Head of HRD



INTERNSHIP PROPOSAL FORM

Name:	ROSHNI AFTAB RAFA
ID:	181011172
Department:	BACHELOR OF BUSINESS ADMINISTRATION
Supervisor's Name (Faculty):	MUHAMMAD HASIBUL HASAN
Organization Name:	SHAHJALAL ISLAMI BANK PLC.
Internship Title:	The Correlation between Emotional Intelligence and Employee Engagement in the Banking Sector: A Study on Shahjalal Islami Bank Limited, Moulvibazar Branch


 09.02.26

Student's signature & date

Supervisor's signature & date

INTERN ASSESSMENT FORM

(To be filled up by Internship Organization)

ULAB ID: 181011172

Name of Host Organization Supervisor: S.M. AMRANKHAN

Name of Intern: ROSHNI AFTAB RAFA

Designation: EXECUTIVE OFFICER & G.B. IN CHARGE

Semester (Spring/Summer/Fall): 2026

Organization: SHAHJALAL ISLAMI BANK PLC. (SJB)

Using the following scale please assess the intern on the criteria listed below:

KEY: 5 = Excellent 4 = Very Good 3 = Good 2 = Satisfactory 1 = Not Satisfactory

Performance Criteria	5	4	3	2	1	Unable to Assess
Time Management		✓				
Communication Skills			✓			
Ability to Work in Team		✓				
Ability to Work Independently			✓			
Leadership Skills			✓			
Self-Motivation		✓				
Commitment to the Task Assigned		✓				
Creativity			✓			

Comments on where the intern can improve:

He would communicate more well & improve her creativity.

Moulvi Bazar, Branch, Dhaka.

Office seal

Signature of Host Organization Supervisor & Date: 15.04.26

Please send the completed form in a sealed envelope to:

Career Services Office, University of Liberal Arts Bangladesh
Nandan Kanan, House # 84, Road # 7/A, Dhanmondi, Dhaka – 1209, Bangladesh Tel: 9665686, 9661255, 01711298916