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Dynamics of Job Satisfaction in Bangladesh's Banking Sector Implications for Employee Engagement and Organizational Success

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Abstract

The aim of this paper is to delve into the intricate factors contributing to job satisfaction among commercial bankers in Bangladesh. Through statistical techniques such as correlation analysis, we seek to uncover the significance of various factors, with compensation standing out as a primary driver of job satisfaction. However, we also acknowledge the importance of other related factors such as promotion opportunities, recognition, job involvement, and commitment. Our study focuses on employees from National Bank, Bank Asia, and Standard Chartered Bank, aiming to capture a diverse range of perspectives within the banking sector. Job satisfaction, as we understand it, is not a static concept but rather an evolving attitude shaped by a multitude of factors over time. Recognizing this, we aim to provide a comprehensive understanding of the dynamic nature of job satisfaction and its implications for both employees and organizations. In today's competitive business landscape, job satisfaction plays a pivotal role in shaping employee behavior and organizational outcomes. Satisfied employees are more likely to exhibit positive attitudes and behaviors, leading to enhanced customer experiences and organizational performance. Conversely, dissatisfied employees can have detrimental effects on customer satisfaction and overall organizational effectiveness. By shedding light on the factors influencing job satisfaction in Bangladesh's banking sector, our study seeks to provide valuable insights for organizations striving to create a conducive work environment that fosters employee satisfaction and engagement. Ultimately, we aim to contribute to the development of strategies and initiatives aimed at enhancing job satisfaction and promoting overall organizational success in the banking industry.

Keywords: Job Satisfaction, Commercial Bankers, Bangladesh

JEL Codes: J28, G21, M12

1. INTRODUCTION

Job satisfaction is an attitude of an employee over a period of his/her job. As a result, the factors of job satisfaction and dissatisfaction change over time. However, in today's business scenario, which contains continuous changes and uncertainty, one of the important factors of job satisfaction can be "compensation" (Crossman & Abou-Zaki, 2003). Job satisfaction is a key instrument to gauge organizational health, since the quality of service largely depends upon the human resources. The banking sector in Bangladesh has experienced significant growth recently, and among the financial market segments, the banking sector is one of the fastest-growing service sectors in the country. Job satisfaction is crucial in this context due to its direct impact on organizational health and service quality. Compensation, including salary, benefits, and rewards, plays a pivotal role in shaping employees' perceptions of their jobs. It serves as a tangible indicator of the value placed on their contributions and efforts within the organization. In a dynamic and competitive market environment, offering competitive compensation packages can attract and retain talented individuals, thereby enhancing organizational performance and service delivery. Measuring job satisfaction is complex due to its subjective nature and the multitude of factors that contribute to it (Lange, 2021). However, recognizing the significance of compensation in influencing employee attitudes and perceptions is essential for organizations in the banking sector. Proactively addressing concerns related to job satisfaction may involve conducting regular employee surveys, soliciting feedback, and implementing policies and practices aligned with the expectations and needs of employees. By prioritizing employee satisfaction, particularly through fair and competitive compensation practices, banks in Bangladesh can foster a positive work environment, enhance employee engagement and productivity, and ultimately contribute to their long-term success and sustainability in the dynamic service sector landscape.

Job satisfaction has become a central focus in today's corporate world, with organizations worldwide recognizing its significance in employee engagement and organizational success. In Bangladesh, however, the concept of job satisfaction was not widely practiced or emphasized a decade ago. Employees tended to demonstrate high levels of loyalty to their

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organizations, often spending their entire careers with the same employer (Lin and Huang, 2021). The workplace was viewed not only as a source of livelihood but also as a sanctuary where employees felt a sense of belonging and security. Over time, the business landscape has undergone significant transformations, influenced by various factors such as globalization, technological advancements, and evolving market dynamics. With these changes, the concept of treating employees as valuable assets of the organization has gained prominence. Companies worldwide have recognized the importance of fostering a positive work environment that prioritizes employee well-being and satisfaction (Monteiro and Joseph, 2022). In Bangladesh, as in many other countries, there has been a growing realization of the impact of job satisfaction on employee motivation, productivity, and retention. Organizations are increasingly investing in initiatives aimed at enhancing job satisfaction levels among their workforce. This includes measures such as providing competitive compensation packages, offering opportunities for skill development and career advancement, promoting work-life balance, and fostering a supportive organizational culture. The shift towards prioritizing job satisfaction reflects a broader recognition of the crucial role that engaged and satisfied employees play in driving organizational performance and achieving strategic objectives (Riaz, et al., 2021). By focusing on creating a conducive and fulfilling work environment, companies in Bangladesh can attract and retain top talent, drive innovation and creativity, and ultimately achieve sustainable growth and success in today's competitive business landscape.

The concept of job satisfaction encompasses various factors, which can be broadly categorized into monetary and non-monetary aspects. Job satisfaction refers to the degree of favorability or unfavorability with which employees perceive their work, and it is influenced by both internal and external factors within the organizational environment (Kebede, 2021). One crucial factor affecting job satisfaction is job design. Jobs that offer a rich array of behavioral elements, such as task variety, autonomy, significance, and feedback, tend to contribute positively to employee satisfaction. When employees have opportunities to engage in diverse tasks, exercise autonomy in decision-making, and receive meaningful feedback on their performance, they are more likely to experience higher levels of job satisfaction. Additionally, the acceptance and support of employees by their work group play a significant role in determining job satisfaction. When employees feel valued and respected by their peers and supervisors, they are more likely to experience a sense of belonging and satisfaction in their roles. Various elements within the organizational environment and systems can either enhance or diminish job satisfaction among employees. Factors such as job design, opportunities for autonomy and growth, supportive work relationships, and organizational culture all contribute to shaping employees' perceptions of their work and overall satisfaction levels. Understanding and addressing these factors can help organizations cultivate a positive and fulfilling work environment conducive to employee well-being and organizational success (Werther and Davis, 2000).

In Bangladesh, the concept of human resources (HR) management is gaining prominence, with both employers and employees becoming increasingly aware of their rights and demands. Job satisfaction has emerged as a critical factor in today's job market, particularly amid industry stagnation. The banking industry in Bangladesh, experiencing significant growth in recent years, has witnessed intense competition driven by both foreign and local investments. Influential institutions have altered the dynamics of the game, implementing modern techniques to cater to their customers' needs. This evolution has necessitated a shift in the required working skills for jobs in the banking sector. Employees have sought better prospects, higher salaries, improved compensation, and other favorable conditions, leading to frequent job switches. Alongside quantitative rewards, such as salary and benefits, the qualitative aspects of rewards, such as job satisfaction, remain essential considerations for employees. Locke (1976) defined job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job experiences." This definition suggests that job satisfaction entails an individual's positive emotional reactions to their job. It reflects an affective response to a job, which arises from comparing actual outcomes with desired, anticipated, or deserved outcomes (Opkara, 2002). Job satisfaction holds significance for human health, encompassing both physical and mental well-being, and it can be positively or negatively correlated with various factors. Given that employees dedicate a significant portion of their lives to their workplace, understanding the factors related to job satisfaction and their implications is crucial (Oshagbemi, 1999). Employees' perceptions of their job experiences can profoundly impact their overall satisfaction, affecting their motivation, engagement, and overall quality of life. Therefore, organizations must recognize the importance of fostering a positive work environment conducive to job satisfaction in order to promote employee well-being and organizational success.

The advent of plastic money and online banking services has revolutionized the banking landscape in Bangladesh. These technological advancements have not only facilitated convenience for customers but have also transformed the banking sector into a service-oriented industry. With the proliferation of digital platforms, banks are now focused on enhancing customer experience and satisfaction. As multinational banks have entered the Bangladeshi market, they have brought with them a corporate culture that emphasizes performance-based incentives and rewards. This has led to a significant shift in the employment landscape, with professionals seeking opportunities that offer competitive compensation packages and avenues for career growth. Furthermore, the influx of foreign investment and the expansion of banking services have contributed to an increase in income levels among employees in the sector. This rise in disposable income has, in turn, spurred changes in consumption patterns, with individuals having greater purchasing power and access to a wider range of goods and services. The competitive dynamics within the banking industry have prompted banks to invest in talent acquisition and development to stay ahead in the market. This has created a favorable environment for professionals seeking opportunities for advancement and skill development within the sector. The evolution of the banking sector in Bangladesh has not only

reshaped the financial landscape but has also opened up new avenues for career growth and prosperity for individuals seeking employment in this dynamic industry (Alam, et al., 2021).

2. LITERATURE REVIEW

The extensive research conducted over several decades underscores the significance of job satisfaction in the realm of business studies. Scholars have delved deep into understanding the various factors that influence job satisfaction, resulting in a vast body of literature on the subject. Locke's (1976) estimate indicated a substantial volume of scholarly work on job satisfaction, with thousands of articles and dissertations dedicated to exploring this topic. Subsequent estimates by Cranny et al. (1992) and Oshagbemi (1996) suggest that the number of studies has only continued to grow over time, indicating the enduring interest and importance of this subject. Despite the sheer volume of research, there exists a high level of consensus among scholars regarding the meaning of job satisfaction. It is widely understood as the positive emotional state resulting from an individual's appraisal of their job experiences. This consensus underscores the universal recognition of the significance of job satisfaction in influencing various aspects of individual and organizational outcomes.

Job satisfaction is commonly understood as a comprehensive attitude towards one's job. Locke (1976) succinctly defined job satisfaction as "a pleasurable or positive emotional state, resulting from the appraisal of one's job experiences." While there may be minor differences in how job satisfaction is conceptualized across various studies, these distinctions are generally considered insignificant. Researchers such as Wanous and Lawler (1972) have explored these nuances in conceptualization, highlighting the broad consensus on the fundamental nature of job satisfaction. It encompasses various dimensions, including satisfaction with compensation, promotion opportunities, fringe benefits, job security, and the perceived importance or challenge of the job itself (Nguyen, et al, 2003). This multifaceted understanding of job satisfaction underscores its complexity and the diverse factors that contribute to an individual's overall satisfaction with their work. By examining these different spheres, researchers aim to gain a comprehensive understanding of the drivers of job satisfaction and their implications for individual well-being and organizational performance.

The relationship between job satisfaction and various organizational outcomes, such as organizational commitment, turnover intentions, and absenteeism, has been extensively studied. Research indicates that these variables are interrelated and can have significant implications for organizational performance and effectiveness (Opkara, 2002). In the banking sector, particularly within private institutions, intense competition has prompted the frequent introduction of new products and services aimed at expanding market share. This dynamic environment has led to significant shifts in employment patterns, making the banking industry highly volatile for job seekers. Consequently, salary structures, compensation packages, and reward systems have undergone substantial changes. Moreover, there has been a noticeable shift in focus from experience and loyalty towards performance and meeting targets. Given these changes, compensation and job satisfaction have emerged as critical factors for banking professionals. Addressing these factors effectively is essential for achieving the long-term goals and success of banks (Islam and Saha, 2006). Recognizing the importance of job satisfaction in influencing employee attitudes and behaviors, organizations must prioritize strategies to enhance job satisfaction and mitigate the negative consequences associated with low levels of satisfaction.

The relationship between income and job satisfaction has been a subject of interest in numerous studies (Nguyen, et al, 2003). While income is indeed a significant determinant of job satisfaction, it is not the sole factor influencing employees' perceptions of their jobs. Other factors such as the nature of the work, supervision, relationships with co-workers, and opportunities for advancement also play crucial roles in shaping job satisfaction (Opkara, 2002). Research has shown that there is a notable difference in job satisfaction levels among employees based on their income levels. Employees with lower incomes tend to report lower levels of job satisfaction compared to their higher-income counterparts (Luddy, 2005). However, it is essential to recognize that even highly paid employees may experience dissatisfaction if they find the nature of their work unfulfilling or if they perceive limited opportunities for career advancement (McCook, 2002). Therefore, while income is undoubtedly a significant factor in influencing job satisfaction, organizations should also focus on addressing other aspects of the work environment to enhance overall employee satisfaction and well-being. This holistic approach can contribute to fostering a positive work culture and improving organizational performance.

The study conducted by Zeitz (1990) highlights the multifaceted nature of job satisfaction, indicating that employees' perceptions of various aspects of their work environment significantly influence their overall satisfaction. These aspects include the management climate, job content, fairness of rewards, opportunities for employee influence within work groups, and promotion prospects. Interestingly, personal characteristics such as age, gender, education level, and pay grade were not found to contribute significantly to explaining the variance in work satisfaction. Instead, the study suggests that job satisfaction is primarily determined by variables related to the job situation itself. Similarly, Reiner and Zhao (1999) investigated the sources of job satisfaction, examining both demographic characteristics (such as age, race, gender, and educational level) and work environment characteristics (such as task identity, autonomy, skill variety, task significance, and feedback). Their findings likely underscore the importance of the work environment in shaping employees' satisfaction levels. While demographic factors may play a role, it appears that the specific characteristics of the job and the surrounding work environment have a more substantial impact on job satisfaction. These studies collectively suggest that organizations should focus on creating positive work environments and addressing various aspects of job content, rewards, opportunities for autonomy and skill development, and feedback mechanisms to enhance overall job satisfaction among employees. By

attending to these factors, organizations can better understand and address the sources of dissatisfaction and foster a more engaged and productive workforce.

The qualitative study conducted by Bussing et al. (1999) provides valuable insights into the development of job satisfaction through an assessment of the match between employees' expectations, needs, and motives, and their actual work situation. According to this study, individuals build up satisfaction when their expectations and needs are met, leading to a steady feeling of relaxation. Conversely, when expectations and needs are not fulfilled, employees experience dissatisfaction, resulting in feelings of tension. Interestingly, the study suggests that employees may respond to dissatisfaction in various ways. They may choose to maintain their level of aspiration despite dissatisfaction, leading to what the researchers term "pseudo work satisfaction." Alternatively, individuals may experience fixated dissatisfaction, where their dissatisfaction remains stagnant and unresolved. However, dissatisfaction can also be constructive, leading to the mobilization of problem-solving behavior. These findings underscore the dynamic nature of job satisfaction and the importance of understanding employees' perceptions, expectations, and needs within the context of their work environment. By recognizing and addressing factors that contribute to dissatisfaction, organizations can promote a more positive and fulfilling work experience for their employees, ultimately leading to increased job satisfaction and organizational success.

The studies by Major and Konar (1986) and Weaver (1980) shed light on the complex interplay between individual characteristics and job satisfaction. Major and Konar (1986) suggest that men and women may develop different attitudes toward occupational achievement and work contentment as a result of the socialization process. This can lead to systematic variations in perceptions and behavior between genders regarding job satisfaction. On the other hand, Weaver's (1980) findings indicate that certain demographic factors such as education, age, income, and occupation are positively associated with job satisfaction. This suggests that individuals with higher levels of education, older age, higher income, and certain occupations may experience greater levels of job satisfaction compared to others. Job satisfaction is characterized by an individual's positive emotional reactions to their job, which stem from comparing actual outcomes with desired, anticipated, or deserved outcomes. This comparison process is influenced by a variety of factors, including individual characteristics, socialization experiences, and external circumstances. Understanding these dynamics is crucial for organizations seeking to promote a positive work environment and enhance employee well-being.

3. THE MODEL

The research aims to investigate the determinants of job satisfaction among commercial bankers in Bangladesh, with a specific focus on compensation as a major factor. In addition to compensation, the study will examine other factors such as promotion opportunities, fringe benefits, workload, and the challenge or opportunity provided by the job. These factors are considered crucial in influencing the overall job satisfaction of commercial bankers, as highlighted in prior research (Nguyen, et al, 2003). By identifying and measuring these determinants, the study seeks to provide valuable insights into the factors that contribute to job satisfaction within the banking sector in Bangladesh. The model of this study become as:

Overall Job Satisfaction = (Compensation, Recognition, Promotion, Management Support, Job Involvement, Organizational Commitment, Work opportunity, Self-Expression)

4. EMPIRICAL FINDINGS

The reliability statistics presented in Table 1 indicate the internal consistency of the measurement scale used in the study. Cronbach's alpha coefficient, a commonly used measure of internal consistency reliability, is reported as 0.72. This coefficient assesses how closely related a set of items are as a group, with higher values indicating greater consistency or reliability among the items. In this case, a Cronbach's alpha of 0.72 suggests a moderate to good level of internal consistency among the items included in the scale. Additionally, the table provides information on the number of items included in the scale, which is reported as 8. This indicates the total number of individual items or questions that respondents were asked to answer as part of the measurement scale. The reliability statistics presented in Table 1 suggest that the measurement scale used in the study demonstrates a satisfactory level of internal consistency, as indicated by the Cronbach's alpha coefficient of 0.72. This suggests that the scale items are reliably measuring the underlying construct of interest, providing researchers with confidence in the validity of the scale for assessing the intended variables or constructs.

Table 1: Reliability Statistics

Cronbach's alpha	Number of Items
0.72	8

Table 2 presents the results of a correlation analysis examining the relationships between various variables: Instrument, Compensation, Job involvement, Promotion, Self-expression, and Overall job satisfaction. Correlation coefficients (Pearson's r) are provided for each pair of variables, along with their associated p-values. Starting with Compensation, it exhibits a significant positive correlation with Instrument ($r = 0.466, p < 0.001$), Job involvement ($r = 0.488, p < 0.001$), and Promotion ($r = 0.052, p = 0.668$), indicating that higher levels of compensation are associated with higher levels of Instrument, Job involvement, and Promotion. However, Compensation shows a non-significant correlation with Self-

expression ($r = -0.096$, $p = 0.431$) and Overall job satisfaction ($r = 0.096$, $p = 0.431$). Job involvement demonstrates significant positive correlations with Compensation ($r = 0.466$, $p < 0.001$), Promotion ($r = 0.519$, $p < 0.001$), and Self-expression ($r = 0.154$, $p = 0.202$), suggesting that greater job involvement is associated with higher levels of Compensation, Promotion, and Self-expression. However, Job involvement shows a non-significant correlation with Overall job satisfaction ($r = 0.324$, $p = 0.006$). Promotion exhibits significant positive correlations with Compensation ($r = 0.488$, $p < 0.001$) and Job involvement ($r = 0.519$, $p < 0.001$), indicating that higher levels of Promotion are associated with higher levels of Compensation and Job involvement. Additionally, Promotion shows a significant positive correlation with Overall job satisfaction ($r = 0.272$, $p = 0.023$), suggesting that greater promotion opportunities are linked to higher overall job satisfaction. Self-expression demonstrates a non-significant correlation with Compensation ($r = 0.052$, $p = 0.668$), Job involvement ($r = 0.154$, $p = 0.202$), and Promotion ($r = -0.075$, $p = 0.538$), indicating weak or no linear relationship between Self-expression and these variables. However, Self-expression shows a marginally significant negative correlation with Overall job satisfaction ($r = -0.227$, $p = 0.059$), suggesting that lower levels of self-expression may be associated with higher overall job satisfaction, although this relationship is not statistically significant at conventional levels. Overall, the correlation analysis provides insights into the interrelationships between different aspects of job-related variables and their associations with overall job satisfaction.

Table 2: Correlations Analysis

Variables	Instrument	Compensation	Job involvement	Promotion	Self expression	Overall job satisfaction
Compensation	Pearson Correlation Sig. (2-tailed)	1				
Job involvement	Pearson Correlation Sig. (2-tailed)	0.466*	1			
Promotion	Pearson Correlation Sig. (2-tailed)	0.488*	0.519*	1		
Self expression	Pearson Correlation Sig. (2-tailed)	0.052	0.154	-0.075	1	
Overall job satisfaction	Pearson Correlation Sig. (2-tailed)	-0.096	0.324*	0.272**	-0.227	1
		0.431	0.006	0.023	0.059	

Table 3 presents the results of a correlation analysis exploring the relationships between various variables: Instrument, Organizational commitment, Work opportunity, Management support, Recognition, and Overall job satisfaction. Pearson correlation coefficients are provided for each pair of variables, along with their associated p-values.

Table 3: Correlations Analysis

Variables	Instrument	Organizational commitment	Work opportunity	Management support	Recognition	Overall job satisfaction
Organizational commitment	Pearson Correlation Sig. (2-tailed)	1				
Work opportunity	Pearson Correlation Sig. (2-tailed)	0.679**	1			
Management support	Pearson Correlation Sig. (2-tailed)	0.028	0.129	1		
Recognition	Pearson Correlation Sig. (2-tailed)	-0.086	0.045	0.474**	1	
Overall job satisfaction	Pearson Correlation Sig. (2-tailed)	-0.107	0.107	-0.001	0.362	1
		0.376	0.378	0.992	0.002	

Starting with Organizational commitment, it exhibits a significant positive correlation with Instrument ($r = 0.679$, $p < 0.001$) and Work opportunity ($r = 0.679$, $p < 0.001$), indicating that higher levels of organizational commitment are associated with higher levels of instrument and work opportunity. However, Organizational commitment shows non-significant correlations with Management support ($r = 0.028$, $p = 0.816$), Recognition ($r = -0.086$, $p = 0.481$), and Overall job satisfaction ($r = -0.107$, $p = 0.376$). Work opportunity demonstrates significant positive correlations with Instrument ($r = 0.679$, $p < 0.001$) and Organizational commitment ($r = 0.679$, $p < 0.001$), suggesting that greater work opportunities are associated with higher levels of instrument and organizational commitment. However, Work opportunity shows non-significant correlations with Management support ($r = 0.045$, $p = 0.709$), Recognition ($r = 0.107$, $p = 0.378$), and Overall job satisfaction ($r = 0.107$, $p = 0.378$). Management support exhibits a significant positive correlation with Recognition ($r = 0.474$, $p < 0.001$), indicating that higher levels of management support are associated with higher levels of recognition. However, Management

support shows non-significant correlations with Instrument ($r = 0.028$, $p = 0.816$), Organizational commitment ($r = 0.129$, $p = 0.289$), Work opportunity ($r = 0.045$, $p = 0.709$), and Overall job satisfaction ($r = -0.001$, $p = 0.992$). Recognition demonstrates a significant negative correlation with Overall job satisfaction ($r = -0.362$, $p = 0.002$), suggesting that higher levels of recognition may be associated with lower overall job satisfaction. However, Recognition shows non-significant correlations with Instrument ($r = -0.086$, $p = 0.481$), Organizational commitment ($r = -0.086$, $p = 0.481$), Work opportunity ($r = 0.107$, $p = 0.378$), and Management support ($r = 0.474$, $p < 0.001$). Overall, the correlation analysis provides insights into the interrelationships between different aspects of organizational variables and their associations with overall job satisfaction.

5. CONCLUSIONS

The findings of this study shed light on the multifaceted nature of job satisfaction in the banking sector. While compensation emerged as a critical factor influencing job satisfaction, it is essential to recognize the interconnectedness of various elements within the work environment. For instance, the availability of promotion opportunities not only enhances job satisfaction directly but also amplifies the impact of compensation on overall satisfaction. This explains that employees value not only their current rewards but also the potential for career advancement. Moreover, the importance of relationships with supervisors and coworkers cannot be overstated. Positive interactions with supervisors and colleagues contribute significantly to job satisfaction by fostering a supportive work environment and promoting a sense of belonging and camaraderie among employees. Conversely, dissatisfaction with supervisors can exacerbate the impact of other factors, such as compensation, on job satisfaction, highlighting the critical role of effective leadership in organizational success. Furthermore, the study underscores the need for organizations to adopt a holistic approach to enhance job satisfaction among their employees. While competitive compensation packages are essential for attracting and retaining talent, they must be complemented by opportunities for career growth, supportive leadership, and a positive work culture. By addressing these various aspects comprehensively, organizations can create an environment where employees feel valued, motivated, and satisfied in their roles. The findings underscore the complexity of job satisfaction in the banking sector and emphasize the importance of considering multiple factors in understanding and promoting employee satisfaction. By addressing compensation, promotion opportunities, and interpersonal relationships within the organization, banks can cultivate a workforce that is engaged, productive, and committed to achieving organizational goals. The findings of this study hold significant policy implications for the management of commercial banks in Bangladesh. By understanding the determinants of job satisfaction identified in the study, bank management can formulate targeted strategies to improve employee satisfaction and engagement, ultimately leading to enhanced organizational performance. One key implication is the need for adjustments in compensation scales to ensure that they are competitive and reflective of employees' contributions and market trends. Offering competitive salaries and benefits can help attract and retain top talent, while also motivating employees to perform at their best. Additionally, providing opportunities for employee input in policy development and decision-making processes can foster a sense of ownership and empowerment among employees, leading to higher levels of engagement and satisfaction. Furthermore, creating a positive work environment characterized by open communication, mutual respect, and opportunities for growth and development is essential for promoting job satisfaction. This may involve investing in training and development programs, implementing flexible work arrangements, and fostering a culture of recognition and appreciation for employees' contributions. Overall, the study suggests that by addressing these organizational variables and aligning them with employees' needs and preferences, bank management can create an environment where employees feel valued, supported, and motivated to excel. This, in turn, can lead to higher levels of job satisfaction, lower turnover rates, and ultimately, improved organizational performance.

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