



Exploring Human Resource Management Practices and Employee Satisfaction in Bangladesh's Private Banking Sector

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Abstract

The rapid evolution of information and communication technology, coupled with shifting workforce demographics and the emergence of the knowledge economy, has ushered in a new era of challenges for organizations worldwide. In this hyper-competitive landscape, the effective management of human resources has emerged as a cornerstone of organizational success. Against this backdrop, this study aims to delve into the prevailing Human Resource Management (HRM) practices and their impact on employee satisfaction within the private banking sector of Bangladesh. To elucidate this phenomenon, a sample comprising 100 bank employees was selected from various private banks in Bangladesh. Of these, 88 employees provided valid responses, yielding an impressive response rate of 88%. The questionnaire utilized in this research encompassed nine distinct dimensions of HRM, including recruitment and selection systems, compensation packages, job security, career growth opportunities, training and development initiatives, management styles, job design and responsibilities, reward and motivation mechanisms, and working environment perceptions. Respondents were prompted to rate their satisfaction levels using a five-point Likert scale. The empirical analysis of the data employs a range of statistical measures, including Z-test, mean comparison, and proportion analysis, to evaluate employee satisfaction across different HRM dimensions. The findings underscore significant disparities in employee satisfaction levels across various HRM dimensions within the private banking sector of Bangladesh. Particularly noteworthy is the dissatisfaction prevalent among employees regarding compensation packages, followed by concerns regarding reward and motivation, career growth opportunities, training and development initiatives, management styles, and job design and responsibilities. These findings underscore the imperative for private banks in Bangladesh to reassess and enhance the quality of their HRM practices across multiple dimensions. Addressing the identified areas of dissatisfaction, such as inadequate compensation packages and limited career growth opportunities, is essential to fostering a more engaged and motivated workforce. Moreover, investing in training and development initiatives, refining management styles, and optimizing job design and responsibilities can further contribute to enhancing employee satisfaction and, by extension, organizational success. In conclusion, this study sheds light on the critical role of HRM practices in shaping employee satisfaction within the private banking sector of Bangladesh. By heeding the insights gleaned from this research and implementing targeted interventions to address identified areas of dissatisfaction, private banks can position themselves for sustained success in an increasingly competitive marketplace.

Keywords: Human Resource Management, Employee Satisfaction, Private Banking Sector

JEL Codes: M12, M51, O15

1. INTRODUCTION

The ever-evolving landscape of Information and Communication Technology (ICT), coupled with shifting workforce dynamics and the emergence of a knowledge-based economy, has unleashed a wave of challenges for organizations worldwide (Mukherjee, 2023; Prastacos et al., 2002; Berardi et al., 2023). In response to these challenges, the role of human resources has become increasingly critical in navigating the complexities of today's hyper-competitive market environments. In the context of developing economies like Bangladesh, where the imperative for capital formation is urgent, and the realms of industrial and bank management are in constant flux, the significance of effective HRM practices cannot be overstated. Moreover, the frequent occurrence of financial crises amidst the backdrop of economic growth further underscores the pivotal role of HRM in ensuring organizational resilience and sustainability. As such, there exists a compelling need to delve deeper into the potential applications and strategies of HRM within the unique socio-economic context of Bangladesh. Through rigorous inquiry and research, exploring innovative HRM approaches tailored to the specific challenges and opportunities of the region can pave the way for enhanced organizational effectiveness and competitive advantage. Beardwell et al. (1984) laid the groundwork for the conceptualization of Human Resource Management (HRM) by defining it as a strategic approach encompassing all facets of management that influence the relationship dynamics between an organization and its employees. This definition underscores the pivotal role of HRM in shaping organizational culture, employee engagement, and overall performance. Beardwell et al. (2004) elaborated on HRM

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as not merely a set of administrative functions but rather as a comprehensive philosophy guiding the management of people within an organization. This expanded perspective encompasses the development of policies, procedures, and practices aimed at optimizing workforce productivity, fostering employee well-being, and aligning human capital strategies with organizational objectives. By viewing HRM through this broader lens, organizations can cultivate a strategic mindset that recognizes human resources as a valuable asset and a source of competitive advantage. Moreover, this holistic approach emphasizes the importance of aligning HRM practices with the organizational culture and values, thereby creating a supportive and inclusive workplace environment conducive to individual and collective success.

Senyucel (2009) offers a perspective on Human Resource Management (HRM) that emphasizes its essence as a fusion of people-centric management strategies. Within this framework, HRM is envisioned as a holistic approach that acknowledges employees as valuable assets rather than mere resources. This viewpoint underscores the importance of cultivating a skilled and dedicated workforce as a means to effectively pursue and attain organizational objectives. By recognizing the intrinsic value of employees and prioritizing their development and well-being, HRM practices aim to nurture a culture of commitment and engagement within the organization. This entails implementing strategies geared towards attracting, retaining, and empowering talent, thus fostering a dynamic and motivated workforce capable of driving organizational success. Senyucel (2009) perspective underscores the pivotal role of HRM in not only managing personnel but also in strategically leveraging human capital to achieve sustainable competitive advantage. By fostering a culture of continuous learning, growth, and empowerment, organizations can enhance employee satisfaction, productivity, and overall performance, thereby aligning individual aspirations with organizational goals. Storey (2001) characterizes Human Resource Management (HRM) as a unique and strategic approach to managing employment relationships, with the primary goal of attaining competitive advantage. This perspective emphasizes the strategic development of a workforce that is not only highly skilled and capable but also deeply committed to the organization's mission and objectives. Central to this approach is the integration of various techniques spanning cultural, structural, and personnel dimensions. By aligning organizational culture, structure, and personnel practices, HRM endeavors to create a cohesive and synergistic environment that maximizes the potential of its human capital. Furthermore, Storey (2001) conceptualization highlights the proactive nature of HRM, which entails strategic planning and continuous improvement to ensure that the workforce remains adaptable and responsive to changing market dynamics. Ultimately, by investing in the development and engagement of its employees, organizations can leverage HRM as a key driver of sustainable competitive advantage in an increasingly dynamic and competitive business landscape.

Becker (1993) illuminates the essence of human resource measurement as the process of assessing and recognizing the pivotal role individuals play in driving the success of an organization. At its core, human resource measurement involves quantifying the value of employees' contributions to various aspects of organizational performance. The concept of 'human capital' elucidates this idea further by underscoring the significance of human skills and knowledge in the production of goods and services. By framing employees as valuable assets akin to capital investments, the term emphasizes the strategic importance of nurturing and leveraging human potential to enhance organizational productivity and competitiveness. In essence, Becker (1993) perspective underscores the imperative for organizations to adopt systematic approaches to measuring and managing human resources, recognizing them not merely as costs but as drivers of value creation. By effectively harnessing and investing in human capital, organizations can cultivate a culture of continuous improvement and innovation, thereby positioning themselves for sustained success in an ever-evolving business landscape. These definitions underscore the critical role that efficient Human Resource Management (HRM) practices play in shaping the growth and prospects of any organization (Buller and McEvoy, 2012; De Kok and Uhlener, 2001). Human resources are acknowledged as the most valuable asset and a crucial factor of production. In today's globally competitive landscape, the retention of skilled workers through effective HRM practices is imperative for organizational success. Every organization relies on its human resources, encompassing individuals from top-level managers and executives to supervisors and other employees, to drive its activities forward. The effectiveness with which these human resources are utilized directly impacts the overall performance of the organization. Therefore, optimizing the management and deployment of human capital becomes paramount in maximizing organizational efficiency and competitiveness amidst evolving market dynamics. Khera (1999) insights shed light on a fundamental aspect often overlooked amidst the fervor for Total Quality Management (TQM): the paramount importance of employees as the cornerstone of organizational success. In the pursuit of operational excellence and competitive advantage, businesses invest significant resources in TQM initiatives, striving to optimize processes and products. However, amidst these endeavors, the human dimension is sometimes neglected. Indeed, employees constitute the bedrock upon which organizational success is built. Their knowledge, skills, and dedication are invaluable assets that drive innovation, productivity, and customer satisfaction. Yet, despite this recognition, many organizations fail to realize the full potential of their workforce due to deficiencies in HRM practices. When HRM practices fall short in nurturing and supporting employees, the consequences reverberate throughout the organization. Employees may become disengaged, disillusioned, and disheartened, leading to decreased morale, productivity, and ultimately, diminished organizational performance (Johnson, 2016; Tomas et al., 2023). Moreover, a lack of effective HRM practices can impede talent retention efforts, resulting in a loss of valuable human capital and institutional knowledge. In light of these implications, it becomes clear that prioritizing efficient HRM practices is not just a matter of good practice but a strategic imperative for organizations seeking long-term success. By investing in initiatives that promote employee

satisfaction, development, and well-being, organizations can cultivate a culture of loyalty, commitment, and high performance. In doing so, they not only enhance their competitive position but also lay the foundation for sustained growth and resilience in an ever-evolving business landscape.

2. LITERATURE REVIEW

Human Resource Management (HRM) is widely acknowledged as a pivotal organizational resource crucial for sustaining effectiveness. It exerts a profound influence on various aspects of employees' attitudes and behaviors, including their intent to leave, levels of job satisfaction, and organizational commitment (Lee & Heard, 2000). Pfeffer (1998) delineates the characteristics of soft or high-commitment HRM practices, which are instrumental in fostering trust and engagement among employees. These practices encompass empowering employees and involving them in decision-making processes, promoting extensive communication regarding employees' performance and the functioning of the organization's services, designing training programs aimed at enhancing both skills and personal development, adopting selective hiring practices to recruit the most suitable candidates, fostering a culture of teamwork where ideas are collaboratively generated and innovative solutions are encouraged, implementing a rewards system that aligns with employees' efforts and contributions, reducing hierarchical status differentials between management and staff, and ensuring that all workers are valued and respected irrespective of their role within the organization. By embracing these soft HRM practices, organizations can cultivate a supportive and inclusive work environment characterized by mutual trust, collaboration, and a shared commitment to organizational goals. This not only enhances employee morale and satisfaction but also drives improved performance, productivity, and ultimately, organizational success.

Macky & Boxall (2007) underscore a prevailing assumption within the scientific literature regarding Human Resource Management (HRM) practices: the existence of a causal link that extends from HRM practices to organizational performance through the intermediary responses of employees. This perspective suggests that the implementation of effective HRM practices influences employee attitudes, behaviors, and capabilities in ways that subsequently impact organizational outcomes. By adopting HRM practices that prioritize employee development, engagement, and well-being, organizations can elicit positive responses from their workforce, such as heightened motivation, commitment, and job satisfaction. These employee responses, in turn, are believed to contribute to enhanced organizational performance across various dimensions, including productivity, innovation, customer satisfaction, and financial outcomes. Thus, the relationship between HRM practices and organizational performance is conceptualized as mediated by the reactions and behaviors of employees within the organization. Acknowledging this causal pathway underscores the strategic importance of HRM in driving organizational success. By investing in practices that foster positive employee responses, organizations can leverage their human capital to achieve sustained competitive advantage and long-term viability in today's dynamic business environment.

Adams (1965) highlights a critical aspect of employee retention and organizational performance: the impact of equitable compensation practices on employee satisfaction and retention. Organizations that fail to offer competitive compensation packages relative to industry standards may face the risk of losing valuable employees. The concept of equity theory, as proposed by Adams (1965) suggests that individuals compare their own input-output ratio (effort to reward) with that of others in similar positions or organizations. When employees perceive disparities in compensation compared to their peers or competitors, feelings of inequity may arise, leading to dissatisfaction and a propensity to seek alternative employment opportunities. In practical terms, this implies that organizations must remain vigilant in ensuring that their compensation packages are aligned with prevailing market rates and industry norms. Failing to do so not only jeopardizes employee morale and engagement but also undermines the organization's ability to attract and retain top talent. By prioritizing equitable compensation practices, organizations can foster a positive work environment characterized by fairness, trust, and mutual respect. This, in turn, enhances employee loyalty, commitment, and productivity, ultimately contributing to the organization's overall success and competitiveness in the marketplace.

Lawler (2005) articulates a fundamental shift in the dynamics of the relationship between organizations and their employees, marking the onset of a new era. Within this paradigm, people emerge as the primary source of competitive advantage for companies, signaling a departure from traditional views that emphasized tangible assets and capital. In this contemporary landscape, organizational prosperity and survival hinge crucially upon how employees are valued, nurtured, and empowered. Recognizing the pivotal role of human capital, organizations are compelled to adopt strategies and practices that prioritize employee well-being, development, and engagement. Indeed, in this era, success is not merely determined by financial metrics or market dominance but by the quality of relationships forged between organizations and their employees. Organizations that excel in fostering a supportive and inclusive culture, where employees feel valued, respected, and motivated, are better positioned to thrive amidst dynamic market conditions and technological disruptions. By embracing this new ethos and investing in their human capital, organizations can unlock the full potential of their workforce, driving innovation, productivity, and sustainable growth. In essence, Lawler's perspective underscores the imperative for organizations to adapt to this new reality, where people are not just a resource but the very heart and soul of organizational success. The 'human' aspect of Human Resource Management (HRM) delves into the intricate relationship between employer and employee, tracing its roots to the human relations movement and the pioneering work of Walton (1985) on high commitment work practices. Drawing inspiration from the human relations movement, which emerged as a response to the mechanistic approach of early industrial management theories, the 'human' dimension of HRM emphasizes

the importance of fostering positive interpersonal relationships within the workplace. This entails creating an organizational culture characterized by trust, mutual respect, and open communication, where employees feel valued, supported, and empowered. Walton (1985) concept of high commitment work practices further illuminates this aspect of HRM, emphasizing strategies aimed at enhancing employee engagement, motivation, and loyalty. These practices entail investing in employees' development, providing opportunities for meaningful participation in decision-making processes, and aligning organizational goals with individual aspirations. By prioritizing the 'human' aspect of HRM, organizations can cultivate a work environment conducive to employee well-being, satisfaction, and performance. This, in turn, not only fosters a sense of belonging and commitment among employees but also drives organizational success and resilience in an increasingly competitive and dynamic business landscape.

Huselid (1995) identifies a comprehensive array of key Human Resource Management (HRM) practices that are instrumental in driving organizational success and fostering employee engagement. These practices encompass various facets of the employee lifecycle, each playing a critical role in shaping organizational culture, performance, and effectiveness. Recruitment and selection lay the foundation for building a skilled and diverse workforce capable of meeting organizational goals and objectives. Effective socialization processes ensure that new hires quickly acclimate to the organization's culture, values, and norms, facilitating their integration and productivity. Job design strategies aim to create roles and responsibilities that are meaningful, challenging, and aligned with employees' skills and interests, fostering motivation and satisfaction. Training initiatives enable employees to acquire new skills, enhance their capabilities, and adapt to evolving job requirements, thereby promoting continuous learning and development. Communication and participation practices facilitate open and transparent dialogue between management and employees, fostering a culture of collaboration, trust, and mutual respect. Career development programs provide employees with opportunities for advancement, growth, and skill diversification, enhancing their long-term commitment and engagement. Performance management processes enable organizations to effectively evaluate and recognize employee contributions, aligning individual performance with organizational objectives. Employee reward systems recognize and incentivize high performance, reinforcing desired behaviors and outcomes. Lastly, job security initiatives provide employees with a sense of stability and assurance, fostering loyalty, commitment, and a long-term perspective. By implementing these best HRM practices, organizations can create a supportive and inclusive work environment that maximizes employee potential, drives organizational performance, and positions the organization for sustained success in a competitive marketplace.

Nasurdin et al. (2001) present a compelling argument regarding the significant impact of perceived fairness and supportiveness in organizational treatment on employee attitudes and behaviors. According to their findings, when employees perceive their organization as fair and supportive, especially concerning factors such as the availability and frequency of promotional opportunities, adequacy of pay, and quality of supervision, it fosters positive feelings of well-being among employees. This sense of well-being not only enhances employee satisfaction but also cultivates a deep sense of loyalty towards the organization. Employees who feel valued, respected, and supported are more likely to reciprocate these positive sentiments by demonstrating increased commitment, dedication, and loyalty to the organization. Furthermore, Nasurdin et al. (2001) suggest that such positive perceptions of organizational treatment can also serve as a potent mechanism for reducing employee turnover. When employees feel satisfied and content with their work environment and believe that their contributions are recognized and rewarded fairly, they are less likely to seek opportunities elsewhere. In essence, Nasurdin et al. (2001) findings underscore the importance of cultivating a fair, supportive, and inclusive organizational culture. By prioritizing factors such as equitable treatment, adequate compensation, and quality supervision, organizations can foster a positive work environment that not only enhances employee well-being but also strengthens employee loyalty and retention, ultimately contributing to organizational success and sustainability.

Gardner et al. (2007) shed light on the relationship between specific bundles of Human Resource (HR) practices and employee attitudes and behaviors. According to their findings, HR practices categorized as motivation and opportunity-focused bundles are positively associated with affective commitment and negatively associated with turnover. Motivation-focused HR practices are those aimed at inspiring and incentivizing employees to perform at their best. These practices may include performance-based incentives, recognition programs, and opportunities for career advancement. By aligning organizational goals with individual aspirations and providing employees with the motivation to excel, these practices foster a sense of commitment and loyalty among employees. On the other hand, opportunity-focused HR practices are centered around providing employees with the resources, tools, and opportunities they need to succeed. This may involve investments in training and development, clear pathways for advancement, and a supportive work environment that encourages innovation and growth. By empowering employees and creating a culture of learning and development, these practices contribute to higher levels of engagement and job satisfaction. Gardner et al. (2007) findings suggest that organizations that prioritize motivation and opportunity-focused HR practices are more likely to cultivate a committed and loyal workforce, while also mitigating turnover rates. By investing in practices that both inspire and enable employees to reach their full potential, organizations can create a positive and supportive work environment that drives performance and fosters long-term organizational success.

Wayne et al. (1997) put forth an insightful perspective on Human Resource Management (HRM) practices, particularly those that signal an organization's commitment to investing in its employees. According to their findings, HRM practices that focus on providing developmental experiences and training opportunities tend to elicit higher levels of affective organizational commitment among employees. These practices, which underscore the

organization's intentions to nurture and develop its workforce, play a crucial role in fostering a sense of loyalty, dedication, and attachment among employees. By investing in employees' growth and professional development, organizations not only enhance individual skills and capabilities but also demonstrate a genuine commitment to employees' long-term success and well-being.

Moreover, Wayne et al. (1997) research suggests that affective organizational commitment—characterized by a strong emotional attachment and identification with the organization—is particularly influenced by these types of HRM practices. Employees who perceive that their organization values their growth and invests in their future are more likely to develop a deep sense of commitment and loyalty towards the organization. In essence, Wayne et al. (1997) findings underscore the importance of HRM practices that prioritize employee development and training as a means of cultivating a committed and engaged workforce. By signaling a genuine investment in employees' growth and advancement, organizations can strengthen employee loyalty, satisfaction, and ultimately, organizational performance.

Lazear (1986), Madrian (1994), and Gruber & Madrian (1994) contribute to our understanding of Human Resource (HR) practices and their impact on employee turnover by suggesting that certain HR practices, including pay, benefits, and training, exhibit a negative relationship with turnover. According to their research, these HR practices serve as motivational factors that incentivize employees and effectively "lock" them into their current positions. The provision of competitive pay and benefits packages, coupled with opportunities for training and skill development, enhances employees' satisfaction and engagement with their jobs. By offering attractive compensation packages and investing in employees' professional growth, organizations create a sense of value and commitment among employees, making them less inclined to seek employment elsewhere. Moreover, these HR practices contribute to the development of a positive employer-employee relationship, characterized by mutual trust, loyalty, and reciprocity. Employees who feel adequately compensated and supported in their career development are more likely to remain committed to their current organization, thereby reducing turnover rates. Lazear, Madrian, (1994) and Gruber & Madrian's findings underscore the strategic importance of HR practices in mitigating turnover and retaining talent. By implementing policies that prioritize employee well-being, growth, and development, organizations can foster a culture of loyalty and commitment, ultimately contributing to long-term organizational success and sustainability.

Shaw et al. (1998) provide valuable insights into the factors influencing involuntary turnover, particularly the role of staffing practices and employee monitoring. According to their research, the recruitment and selection process, as well as performance appraisal, significantly impact involuntary turnover within organizations. The effectiveness of the recruitment and selection process plays a crucial role in determining the fit between employees and their roles within the organization. When organizations employ rigorous selection criteria and methods to ensure that candidates possess the requisite skills, qualifications, and cultural fit, they are more likely to attract individuals who are well-suited to their positions. In contrast, ineffective recruitment and selection practices may result in mismatches between employees and their roles, leading to poor job performance and increased turnover, particularly involuntary turnover. Similarly, employee monitoring, particularly through performance appraisal processes, influences involuntary turnover by affecting employee perceptions of fairness, transparency, and job satisfaction. When performance appraisal systems are perceived as objective, consistent, and aligned with organizational goals, they can serve as valuable tools for identifying and addressing performance issues, providing constructive feedback, and facilitating employee development. However, when performance appraisal processes are perceived as biased, arbitrary, or unfair, they can undermine employee morale and job satisfaction, ultimately contributing to involuntary turnover.

DeCenzo and Robbins (1996) offer a compelling perspective on the growing importance of employee training in response to the evolving nature of jobs, which have become more sophisticated and influenced by technological advancements. Their assertion underscores a fundamental shift in the labor market landscape, driven by rapid technological changes and the proliferation of complex job roles across various industries. As job requirements become increasingly specialized and demanding, organizations are confronted with the imperative to ensure that their workforce possesses the necessary skills, knowledge, and competencies to perform effectively. Employee training emerges as a strategic response to this challenge, providing employees with opportunities to acquire new skills, enhance existing competencies, and stay abreast of technological advancements relevant to their roles. Moreover, in an era characterized by constant innovation and disruption, organizations must remain agile and adaptable to remain competitive. Employee training serves as a means of fostering a culture of continuous learning and development, empowering employees to embrace change, adapt to new challenges, and contribute to organizational success. By investing in employee training initiatives, organizations not only enhance individual performance and job satisfaction but also strengthen their overall capacity for innovation, agility, and resilience in the face of evolving market dynamics. DeCenzo and Robbins' perspective underscores the strategic importance of employee training as a cornerstone of organizational effectiveness and competitiveness in today's fast-paced and technology-driven business environment.

Bernardin and Russel (1993) provide valuable insights into the growing popularity of training as a Human Resource (HR) tool for enhancing employee and managerial performance within organizations. Their perspective highlights a notable shift in organizational practices, reflecting a recognition of the pivotal role that training plays in fostering individual and collective effectiveness. In today's dynamic and competitive business environment, organizations recognize the importance of investing in their human capital as a means of gaining a sustainable competitive

advantage. Training serves as a strategic tool for equipping employees and managers with the knowledge, skills, and competencies necessary to excel in their roles and contribute to organizational success. Furthermore, as job roles become increasingly complex and influenced by technological advancements, the need for ongoing learning and development becomes even more pronounced. Training programs provide employees and managers with opportunities to stay abreast of industry trends, best practices, and emerging technologies, enabling them to adapt to evolving job requirements and perform at their best. Moreover, by investing in training initiatives, organizations demonstrate a commitment to employee growth and development, which can enhance morale, engagement, and retention. Employees who perceive that their organization values their professional development are more likely to remain committed and motivated, contributing to higher levels of overall performance and organizational success. Buck and Watson's (2002) research identifies nine crucial Human Resource Management (HRM) practices that significantly impact organizational performance and employee outcomes. These practices encompass various dimensions of HRM, spanning from organizational structure to employee engagement and development. Decentralization involves the delegation of decision-making authority and responsibilities to lower levels of the organizational hierarchy. Decentralization can promote employee empowerment, autonomy, and accountability, fostering a culture of innovation and agility within the organization. Compensation encompasses the strategies and policies related to employee pay and benefits. Competitive compensation packages are essential for attracting and retaining top talent, motivating high performance, and ensuring equity and fairness in reward distribution. Participation refers to involving employees in decision-making processes and soliciting their input and feedback on organizational matters. Employee participation fosters a sense of ownership, engagement, and commitment, leading to improved morale and job satisfaction. Training and Development involves providing employees with opportunities to acquire new skills, knowledge, and competencies relevant to their roles. Effective training and development programs enhance employee performance, promote career growth, and support organizational adaptability and innovation. Employment Security entails providing employees with a sense of stability and assurance regarding their job tenure and future within the organization. Employment security promotes loyalty, commitment, and trust among employees, reducing turnover and fostering long-term relationships.

Social Interactions focus on fostering positive relationships and interactions among employees within the organization (Heaphy and Dutton, 2008). Social interactions contribute to a supportive and inclusive work environment, enhancing collaboration, teamwork, and employee well-being. Management Style refers to the leadership approach adopted by managers within the organization. Effective management styles promote open communication, trust, and empowerment, facilitating employee engagement, motivation, and performance. Communications involve the exchange of information, ideas, and feedback within the organization. Effective communication channels promote transparency, clarity, and alignment of goals and expectations, enhancing organizational cohesion and effectiveness.

Performance Appraisal encompasses the process of evaluating and providing feedback on employee performance. Well-designed performance appraisal systems facilitate goal-setting, performance monitoring, and development planning, enhancing employee accountability and performance.

According to Klaus et al. (2003), optimizing job assignment or work design can significantly impact employee commitment, consequently enhancing job performance. When employees are assigned tasks that align with their skills, interests, and strengths, they are more likely to feel engaged and motivated in their roles. By tailoring job assignments to match individual capabilities and preferences, organizations can foster a sense of ownership and fulfillment among employees, leading to higher levels of commitment. Employees who feel that their contributions are valued and that their skills are being utilized effectively are more likely to demonstrate dedication and loyalty to their job and organization. Moreover, when employees are engaged in meaningful and challenging work that leverages their talents, they are more likely to perform at their best. Optimal job assignment or work design can enhance job satisfaction, morale, and overall well-being, ultimately translating into improved job performance.

3. METHODOLOGY

This paper adopts a mixed-method approach, drawing upon both primary and secondary data sources to investigate employee satisfaction with various Human Resource Management (HRM) dimensions within private commercial banks in Dhaka city. Primary data were collected through a structured questionnaire administered personally to bank employees. The convenient sampling technique was employed to select participants from a target population of employees serving in different private banks in Dhaka city. Specifically, 100 bank employees were selected from 20 chosen banks, resulting in a response rate of 88 percent. The questionnaire comprised questions related to nine HRM dimensions, including recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation, and working environment. Respondents rated their satisfaction levels using a five-point Likert scale ranging from 1 (dissatisfied) to 5 (highly satisfied). In addition to primary data collection, secondary data from various sources such as journals, books, newspapers, and the internet were utilized in the study. These secondary data complemented the primary data by providing additional context and insights into the HRM practices and employee satisfaction within the banking sector. To analyze employee satisfaction, the study employed statistical measures including Z-test, mean, and proportion analysis. These statistical techniques allowed for a quantitative examination of employees' satisfaction levels across different HRM dimensions, providing valuable insights for understanding and improving HRM practices within private commercial banks.

4. RESULTS AND DISCUSSIONS

Table 1 provides a comprehensive breakdown of the computation of Z values across various dimensions of employee satisfaction. These dimensions are critical aspects that contribute to overall workplace contentment and productivity. Firstly, examining the "Recruitment and Selection Systems" dimension, employees' average rating stands at 3.06, reflecting a generally positive sentiment. However, the standard deviation of 0.99 indicates some variance in responses. The calculated Z value of 0.55 suggests that this dimension ranks relatively low compared to others, positioning it at the first rank. Conversely, the "Compensation Package" dimension yields a mean score of 2.03, which is notably lower than the overall mean. With a high standard deviation of 0.99, there seems to be considerable diversity in employee perceptions regarding compensation. The resulting Z value of 8.82 indicates a significant discrepancy from the mean, earning it the ninth rank. Moving on to "Job Security," employees rate this dimension with a mean score of 3.03, reflecting a generally positive sentiment. However, the relatively high standard deviation of 1.17 implies some variability in responses. Despite this, the calculated Z value of 0.25 positions it at rank two, indicating its importance in the employees' perception of satisfaction. Similarly, "Career Growth" is another dimension where employees exhibit positive sentiments, with a mean score of 2.13. Yet, the high standard deviation of 0.98 suggests varied opinions regarding career development opportunities. Nevertheless, the Z value of 8.7 places it at rank seven, highlighting its significance in the employees' overall satisfaction. Furthermore, "Training and Development" receives a mean score of 2.30, suggesting a moderate level of satisfaction among employees. The standard deviation of 1.03 indicates some dispersion in responses. With a Z value of 6.36, this dimension ranks sixth, emphasizing its importance in enhancing employee skills and capabilities. In terms of "Management Style," employees rate this dimension with a mean score of 2.49, reflecting mixed sentiments. The standard deviation of 1.03 indicates varied perceptions of managerial practices. Despite this, the calculated Z value of 4.64 positions it at rank five, highlighting its impact on overall satisfaction. "Job Design and Responsibilities" dimension garners a mean score of 2.54, indicating moderate satisfaction levels among employees. However, the standard deviation of 1.00 suggests some variability in perceptions. With a Z value of 4.18, this dimension secures the fourth rank, underscoring its significance in shaping job satisfaction. Lastly, "Reward and Motivation" dimension receives a mean score of 2.10, reflecting moderate satisfaction levels among employees. The relatively high standard deviation of 1.03 implies diverse views on reward systems. However, with a Z value of 8.18, it secures the eighth rank, emphasizing its role in motivating and retaining employees. Overall, the "Working Environment" dimension stands out with a mean score of 3.02, indicating high levels of satisfaction among employees. The standard deviation of 1.13 suggests some variance in perceptions. Nevertheless, with a Z value of 0.17, this dimension ranks third, underscoring its importance in fostering a positive workplace atmosphere.

Table 1: Computation of Z value

Employees Satisfaction Dimensions	N	Mean	Standard Deviation	Standard Error	Z Value (Calculated value)	Mean Rank
Recruitment and Selection Systems	88	3.06	0.99	0.11	0.55	01
Compensation Package	88	2.03	0.99	0.11	8.82	09
Job Security	88	3.03	1.17	0.12	0.25	02
Career Growth	88	2.13	0.98	0.10	8.7	07
Training and Development	88	2.30	1.03	0.11	6.36	06
Management Style	88	2.49	1.03	0.11	4.64	05
Job Design and Responsibilities	88	2.54	1.00	0.11	4.18	04
Reward and Motivation	88	2.10	1.03	0.11	8.18	08
Working Environment	88	3.02	1.13	0.12	0.17	03

Table 2 outlines the distribution of employee satisfaction across various dimensions of Human Resource Management (HRM). Each dimension, denoted by an abbreviation such as RSS1 for Recruitment and Selection Systems and WE9 for Working Environment, represents different aspects of HRM practices within the organization. The table categorizes employee satisfaction into five levels: Dissatisfied, Somehow Satisfied, Satisfied, Moderately Satisfied, and Highly Satisfied. For each HRM dimension, the table presents the percentage of employees falling into each satisfaction level. For instance, under the Recruitment and Selection Systems dimension, it shows the proportion of employees classified as Dissatisfied, Somehow Satisfied, Satisfied, Moderately Satisfied, and Highly Satisfied. This breakdown offers insight into how employees perceive various HRM practices within the organization. Similarly, the table provides this breakdown for each HRM dimension, allowing for a comprehensive view of employee satisfaction across different aspects of HRM. By examining these percentages, organizations can identify areas of strength and areas needing improvement in their HRM practices. Moreover, the table's totals ensure that the sum of satisfaction levels across all dimensions equals 100%, providing a complete overview of the distribution of employee satisfaction levels across the organization's HRM practices.

Table 2: Percentage of employees on different levels of Satisfaction of HRM dimensions

	RSS ¹	CP ²	JS ³	CG ⁴	TD ⁵	MS ⁶	JDR ⁷	RM ⁸	WE ⁹
1 = Dissatisfied	7.95	32.95	9.09	30.68	22.73	13.64	11.36	31.82	9.09
2 = Some how Satisfied	17.05	40.91	19.32	37.5	42.05	45.45	43.18	38.64	22.73
3 = Satisfied	43.18	19.32	39.77	22.73	22.73	25	29.55	20.45	36.36
4 = Moderately Satisfied	25	3.41	22.73	6.82	7.95	10.23	11.36	5.68	20.45
5 = Highly Satisfied	6.82	3.41	9.09	2.27	4.55	5.68	4.55	3.41	11.36
Totals	100	100	100	100	100	100	100	100	100

5. CONCLUSIONS

The study revealed the relationship between employees' satisfaction and various dimensions of Human Resource Management (HRM) practices within private banks. Specifically, the research focused on nine major factors that encompassed the majority of HRM practices implemented by different private banks. These nine major factors represented key aspects of HRM practices and included recruitment and selection systems, compensation package, job security, career growth, training and development, management style, job design and responsibilities, reward and motivation, and working environment. By examining employees' satisfaction levels across these dimensions, the study aimed to assess the effectiveness of HRM practices in meeting employees' needs and expectations within the banking sector. Through a combination of primary data collection via structured questionnaires and secondary data from various sources, the study provided valuable insights into the relationship between HRM practices and employee satisfaction. By analyzing the data using statistical measures such as Z-test, mean, and proportion analysis, the study offered quantitative evidence of the impact of HRM practices on employees' perceptions and attitudes.

The study's findings indicate that HRM dimensions within the private banking sector of Bangladesh do not uniformly satisfy employees. Specifically, the research reveals that employees are most dissatisfied with the compensation package, followed by areas such as reward and motivation, career growth, training and development, management style, and job design and responsibilities. These results underscore potential areas of concern within HRM practices in the private banking sector, suggesting that current approaches may not fully meet employees' needs and expectations. The findings highlight the importance of addressing deficiencies in compensation, career development opportunities, training, and management practices to enhance employee satisfaction and engagement. Moreover, the study suggests that there is an urgent need for intervention to improve HRM practices within the private banking sector. To address these shortcomings and drive meaningful change, the involvement of HR professionals, consultants, and researchers is essential. By leveraging their expertise and insights, organizations can develop new strategies and initiatives to enhance HRM practices, aligning them more closely with employees' needs and organizational goals.

To bolster HRM practices within Bangladesh's private banking sector, we propose two key recommendations. Firstly, banks should institute a performance-based rewards system, offering both financial and non-financial incentives commensurate with employees' performance. By aligning rewards with individual contributions, this approach can foster a culture of accountability and motivation, driving higher levels of employee engagement and satisfaction. Moreover, it encourages employees to strive for excellence, ultimately enhancing organizational effectiveness and competitiveness. Secondly, while Bangladesh's economy allows for the adoption of new HRM technologies, the pace of training in this regard remains sluggish. To expedite the integration of these technologies, banks should prioritize comprehensive training programs aimed at equipping employees with the requisite skills and knowledge. However, given the potential expertise gap, the employment of expatriates to spearhead these initiatives can ensure swift and effective implementation. This approach not only accelerates the adoption of new technologies but also facilitates knowledge transfer and capacity building among local employees, promoting long-term organizational growth and resilience. By implementing these recommendations, Bangladesh's private banking sector can elevate its HRM practices, fostering a conducive work environment characterized by high employee satisfaction, productivity, and innovation. Enhancing cooperation and coordination between management and employees is paramount for the effective and efficient functioning of any organization. Establishing open channels of communication, promoting transparency, and fostering a culture of mutual respect can facilitate collaboration and synergy across all levels of the organization. By fostering a collaborative environment, management can harness the diverse skills and perspectives of employees, driving innovation and productivity.

In addition to fostering cooperation, providing an attractive compensation package is essential for retaining and motivating employees. Competitive salaries, along with benefits and incentives, not only attract top talent but also incentivize high performance and commitment. Management should conduct regular reviews of compensation practices to ensure they remain competitive and aligned with industry standards, thereby enhancing employee satisfaction and retention. Furthermore, management should outline clear career advancement paths for employees, providing opportunities for growth and development. By offering training programs, mentorship opportunities, and

pathways for progression, organizations can empower employees to achieve their full potential and contribute meaningfully to organizational success.

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