

Investigating Job Satisfaction Drivers: Comparative Analysis of Private and Public Sector Banks in Bangladesh

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Abstract:- In today's cutthroat business environment, content employees are viewed as the most important form of human capital. Although it is extremely simple to evaluate a company's financial success using a variety of financial tools and approaches, it is highly challenging to ascertain whether the company is taking the proper steps to ensure that its people are happy in their jobs. The study's goals were to identify the elements that affect employees' job satisfaction at both private and public commercial banks in Bangladesh. The target audience for the study was workers of public and private commercial banks. 34 public and private commercial banks with branches in 8 divisions and 64 districts were the primary data sources. To separate different elements, secondary data from earlier studies was gathered. A questionnaire was then used to perform primary research. A suggested conceptual model that uses salary for growth, work autonomy, and job stress as independent variables. The mediating role of job happiness and the independent role of intention to leave are both mentioned. Factor analysis were tested using SPSS, version 22, for analysis purposes. Path analysis and a structural equation model are examined using IMB AMOS version 20. The outcome of the structural equation model indicates that the data are appropriately fitted into the model and that the suggested model's interrelations between constructs and observable variables are shown.

Keywords:- Job Satisfaction, Job Stress, Work Autonomy, Salaries, Private and Public Sector Banks, Factors.

I. INTRODUCTION

It is crucial that employees feel valued by their employers in order to guarantee that they are happy and continue to put out their best efforts. Employees who are content with their jobs are people who show extraordinary dedication to their employer and stick with it regardless of how things are at their worst. However, because they want to expand their company to an altogether new level, they are not

taking any commitments into consideration at this time. This is due to the fact that their goal is to grow their company to an entirely new level. The only time it is acceptable for an employee to be enthusiastic about their job is if they are satisfied with both their position and the organization as a whole. The level of enthusiasm with which an employee approaches their task should be high. When workers enjoy what they do for a living, it contributes to an environment that is easier on the eyes and ears of their coworkers. People are not recognized for their tendency to whine or complain and instead place a significant emphasis on the work that they do. The feeling among workers that their requirements are being satisfied at every stage of a method is critical to the project's overall success. Companies have a duty to retain people who are both valued and skilled in order to assure the companies' ongoing expansion and success.

The topic of employee turnover has recently emerged as an issue of significant significance from both a theoretical and a practical standpoint. According to Abbas et al. (2012), Having a thorough understanding of the core causes of employee churn is crucial. This is because having this knowledge will allow you to better control the progression of the situation. There are a lot of businesses that have exceptionally high turnover costs, which can have a huge effect on the success they have in the financial realm. It is considered a direct expense to hire new staff members and pay for their recruitment, selection, and training. This approach requires a significant investment of time and resources. Indirect costs can take many forms (Alam & Khan, 2022); some examples include increased workloads, charges for overtime worked by co workers, and decreased production as a result of low employee morale. If this is the case, what aspects of the job of banking professionals may be improved to make it more satisfying? By offering an answer to this key question (Jain, 2012), bank managers have the ability to develop regulations that are fair and that will help their firms retain talented employees.

This study's focus is on job satisfaction among bank employees, which falls under the category of organizational behavior. There is a lot of research done on job happiness. Personnel stability and ongoing human resource challenges, such as how to keep talented and creative employees on staff and how to inspire them for peak performance, are discussed by academics and bank officials (Rodriguez et al., 2012). Unfortunately, despite the fact that banking executives allocate time and money for employee training, many staff members are eager to leave their employers in exchange for better offers from other institutions. Is this a result of the workers not being happy with their existing positions? (Siahaan, 2017) Job discontent can lead to absenteeism, increase the rate of job turnover, and have an impact on a person's degree of commitment to the company. It might have an impact on a person's capacity for performance, willingness to engage in activities, and amount of effort expended on tasks that fall outside the scope of their verbal descriptions. Someone's job feels less enjoyable if they are unsatisfied with what they are doing (Yulian et al., 2022). They make an effort to get out of bed in the morning and commute to work. They lack the motivation to work on their problem-solving, decision-making, and brainstorming abilities.

➤ *Objective of the study*

To ascertain the elements that affect workers' job satisfaction at private and state commercial banks in Bangladesh.

II. MATERIAL AND METHODOLOGY

In order to evaluate the factors that influence job satisfaction among bank employees in Bangladesh, the technique employed in this study included both primary and secondary data gathering approaches. The methodology that was utilised will be broken down into its component parts in the following sections.

➤ *Sample Selection:*

The core data for this study came from the collection of information submitted by 34 different commercial banks in Bangladesh, both public and private. These banks had locations around the country, spread out across the country's eight divisions and sixty-four districts. The choice of banks was made with the intention of achieving a diverse and representative sample that is reflective of the many facets of the banking industry in Bangladesh.

➤ *Data Collection:*

The collection of data includes: a. secondary data: The aim of this research was to ascertain the significant elements that create an influence job satisfaction by collecting secondary data from prior studies and academic literature. This was helpful in determining which factors were the most important and in constructing a conceptual model for the research.

➤ *Primary Data*

The primary data collection tool was a questionnaire, which was developed as part of the study. The questionnaire had questions about factors such as job stress, job autonomy,

and job pay, as well as job satisfaction. The factors that were found through the literature review served as the basis for the development of the items. The questionnaire was distributed to bank workers working at the listed financial institutions.

III. DATA ANALYSIS

Analysis of the Data Statistical software, especially SPSS version 22 and IBM AMOS version 20, was used to perform the analysis on the data that was obtained.

➤ *Descriptive Analysis:*

Descriptive statistics were used to summarise the demographics of the interviewees, including age, gender, level of education, and years of experience working in the banking industry. b. Comparative Analysis: Comparative statistics were used to summarise the characteristics of the respondents' demographics.

➤ *Factor Analysis:*

The technique of factor analysis was utilised so that underlying components that contribute to job satisfaction could be extracted and identified. The dimensionality of the data was reduced as a result of this study, which also assisted in the identification of the latent variables.

➤ *Structural Equation Modelling (SEM):*

The method known as structural equation modelling method, more especially route analysis, was utilised in order to investigate the correlations between the parameters that were discovered and work satisfaction. Using structural equation modelling (SEM), we investigated the hypothesised associations between pay, work autonomy, levels of job stress, and levels of job satisfaction.

➤ *Hypothesis Testing:*

In order to examine the links between the variables, three hypotheses were constructed based on the identified factors and put to the test:

H1 There is a significant relationship between Salaries and job satisfaction.

H2 There is a significant relationship between Work autonomy and job satisfaction.

H3 There is a significant relationship between Job stress and job satisfaction

Estimates, standard errors, critical ratios, and p-values were utilised in order to put these hypotheses to the test and investigate the estimated correlations that exist between the variables. The level of significance was chosen at p less than 0.05.

➤ *Validity and Reliability:*

A number of steps were taken in order to guarantee the validity and reliability of the data as well as the measuring device. To begin, the questionnaire was crafted after doing an exhaustive search and analysis of the relevant prior research. Second, the questionnaire was pre-tested on a representative but relatively small group of bank employees in order to evaluate its readability and applicability. In the end, measures of internal consistency such as Cronbach's alpha were

computed in order to determine the degree to which the items on the questionnaire could be trusted.

The purpose of the study was to acquire precise and trustworthy data in order to conduct an analysis of the factors that influence job satisfaction among bank employees in Bangladesh, and these methodological steps were followed in order to do so. The utilisation of both primary and secondary data sources, in conjunction with various statistical analysis methods, was beneficial in terms of facilitating the development of meaningful conclusions and the provision of insights to bank managers and policymakers.

IV. RESULTS AND DISCUSSION

Table 1: COMMUNALITY TABLE

	Component									
	1	2	3	4	5	6	7	8	9	10
sat1	.799									
sat2	.823									
sat3	.768									
salary1		.477								.726
salary2		.640								.725
salary3		.766								.864
salary4		.757								.806
salary5		.680								.847
salary6		.707								.854
salary7		.541						.806		
workaut8			.723					.651		
workaut9			.746					.759		
workaut10			.746							
workaut11			.526							
workaut12			.549							
jstress1				.725						
jstress2				.821						
jstress3				.788						
jstress4				.745						
jstress5				.805						

The final table presented above, and it contains the ten factors that were ultimately retrieved after multiple iterations of revision and factor analysis. The retrieved components from the data explain a total of more than 60% of the variance. Three variables made up the "Job satisfaction" factor, which was termed as such. The variables are emotional attachment to the organization (0.768), chance to advance and grow (0.799), and a strong sense of belonging to

the organization (0.823). These are approved because they are above the .70 cutoff. Factor 2 baptised as salary' The factor is made up of seven different factors, including the following: salary provides proper satisfaction (0.477), more attractive salary than other banks (0.460), satisfied welfare facilities (0.766), satisfied increment allocation method (0.757), pay is handled in a fair and equitable manner (0.680), fringe benefit facilities (0.707), and proper training and tuition reimbursement (0.541). These scored higher than .50, making them acceptable.

'Work autonomy' has been given to factor 3. Respect for employees (0.723), appreciation of contributions (0.746), the ability to disagree with a supervisor (0.714), satisfaction with authority (0.764), a satisfactory management style (0.526), and employment-related rules, regulations, and policies (0.549) are the metrics used to quantify this component. They are welcomed because they are greater than .50. The fourth factor, called "Job stress," is made up of three factors, including With factor loadings of 0.725, 0.821, 0.788, and 0.745, respectively, the job makes one frustrated, characteristics that make one unhappy, usually peaceful and quiet, and one does not feel the need to worry about the job. These are allowed because they are above the .70 cutoff.

Table 2. Average variance has extracted (AVE)

FACTORS	AVE
Job Satisfaction	0.58
Salary	0.52
Work Autonomy	0.53
Job Stress	0.64

The factor loadings and average variance extracted (AVE) in structural equation modelling should both be more than 0.5 for the convergent validity (Fornell and Larcker, 1981). Using the formula proposed by Hair et al. (2010), the average variance extracted (AVE) for each of the components is deliberated manually for all of the constructs. As can be seen from the table, all AVE values are more than 0.5. The average variance has been extracted and is provided in table 2 provides access to the AMOS output's consequences. The measurement model is validated using an external set of Excel stats tools. Because all AVE values are above the inception value of 0.50 in Table 2, there are convergent validity issues.

➤ *Direct Relationships of Factors and Job Satisfaction*

Table 3. Structural Equation Model (SEM)

Hypothesis	Relationship	Estimate	S.E	C.R	P	Results	Remark
H1	JS Salary	.131	.045	2.944	.003	Sig.	Supported
H2	JS Work auto	.196	.052	3.791	***	Sig.	Supported
H3	JS Jstress	.066	.041	1.617	.10	Not Sig.	Not Supported

According to Hypothesis H1, there is a connection between an employee's pay and their degree of job satisfaction (see Table 3). The findings are consistent with the hypothesis, and there is proof that there is a positive connection between the two variables. The hypothesis is

supported by data. One of the most significant factors in job satisfaction is constantly recognised as the wage one earns at their job. Businesses must have a system in place that can assess employee performance and decide whether pay rises are justified. The same theory appears to be accurate. The

equality theory put forward by Adam is also in line with this idea. As a result, when people receive high incomes that are in line with their rights, they are not only able to secure their own futures but also exhibit a higher degree of organizational dedication, and the opposite is also true. It is reasonable to endorse the earlier-proposed hypothesis as a result.

Hypothesis H2 refers to the circumstances in which work autonomy is favourably correlated with job satisfaction. It's crucial that you take this test. The hypothesis is supported by data. The earlier analysis of the pertinent literature supported the idea. According to Dawson (1987), elements including a fair promotion system, job autonomy, the actions of leaders, and strong social relationships have a big impact on how satisfied workers are with their jobs. It has been suggested by a renowned researcher that workers should have a vote in decisions made regarding their workplace. According to Kuo et al. (2010), employment characteristics like work redesign and employee self-governance have a significant impact on how committed and loyal employees are to their organizations. The statistics show that the "work autonomy" factor significantly improves the overall job satisfaction of bank employees in Bangladesh.

Job stress and job happiness are not positively correlated. H3 is the name given to this theory. The test's results are not significant. This shows that job pleasure is not primarily determined by the amount of stress one experiences at work. This study found that the constructs of job stress and job satisfaction have an inverse relationship, which is consistent with the majority of earlier findings about this relationship.

V. CONCLUSION

In conclusion, the purpose of this research was to determine the aspects of one's employment that contribute to one's level of happiness at work among bank employees in Bangladesh. In order to collect information from 34 public and private commercial banks for this study, the researchers employed a combination of primary and secondary data, as well as a questionnaire. The examination of the data consisted of both factor analysis and structural equation modelling. According to the findings, there are four primary aspects that contribute to job satisfaction: the job itself, the compensation, the level of work autonomy, and the amount of workplace stress. The validity of these factors was validated by the factor analysis on the basis of their respective factor loadings. Additionally, it was discovered that the average variance extracted (AVE) for each factor was greater than the required threshold of 0.5, which is evidence of convergent validity. It was discovered that pay had a substantial positive link with job satisfaction, which lends credence to H1 of the hypotheses. This highlights how important it is to provide equitable compensation as well as wage increments in order to improve job satisfaction. The hypothesis that work autonomy has a substantial positive link with job satisfaction is supported by the findings of the study. This shows that providing employees with autonomy and opportunities to participate in the decision-making processes can have a good effect on the level of job satisfaction they

experience. The analysis, however, did not reveal a significant association between job stress and job satisfaction, which led to the rejection of Hypothesis 3. This came as a surprise to the researchers because they had anticipated finding such a connection. This study contradicts the findings of prior research that was conducted in other situations, which frequently demonstrated an inverse link between job stress and job satisfaction. To better understand the specific dynamics of job stress and job satisfaction in the banking business in Bangladesh, it is likely necessary to conduct additional research and analysis in this area.

In general, the findings of this study offer new perspectives on the elements that contribute to the level of job satisfaction experienced by bank employees in Bangladesh. The findings underline the relevance of the autonomy to work as a factor in improving job satisfaction. These findings may prove useful to banking industry policymakers and managers in the process of formulating measures to enhance work satisfaction and decrease staff turnover in the banking industry.

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