The Impact of HRM Practices on Job Satisfaction in Bangladesh: Evidence from Women Employees of Private Sector

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The aim of the research is to discover the impact of HRM practices on women employees’ job satisfaction of selected private sector in Bangladesh. The exploration adopts the quantitative analysis of HRM aspects that may influence women employees’ job satisfaction of selected private organization in the context of Bangladesh. Data are collected from 200 women employees by survey method through a structured questionnaire with five-point Likert scales and multiple items. Systematic sampling method is used. Data are analyzed using factor analysis, reliability statistics, descriptive statistics, Pearson correlation analysis, and multiple regression analysis. The results demonstrated that social status, suitable remuneration, and promotion have a positive and significant impact on women employees’ job satisfaction of private sector. The study creates consciousness among current and potential private companies, academicians, scholars, and women employees. Private companies will be flourished identifying the persuasive aspects of women employees’ job satisfaction in the perspective of developing country. Therefore, women employees are eagerly taking a challenges of selected private area in Bangladesh.

Keywords: HRM, job satisfaction, women employees, private sector, persuasive aspects, Bangladesh

Introduction

Satisfaction of employees with their job is measured one of the vital aspects for the success of an organization. The job satisfaction has got incredible concentration in organizational study. The focus of the paper is to decide the effect of different human resource management practices such as team work environment, job autonomy, and leadership behavior on job satisfaction. It also explores the main aspects of job satisfaction in Bangladesh. The study further evaluates the degree of variation in job satisfaction among male and women employees. There is a positive and important link between job satisfaction and human recourse management practices like team work environment, job autonomy, and behavior of leadership. From the results of the study, it is as well inferred that male and women employees have favorably different level of job satisfaction (Rana, 2015). Employees’ positive thoughts of an industry are worded as job satisfaction. Employee job satisfaction is really significant for each and every organization for the reason that its achievement mostly depends on employees’ dedication of industry. As private industry is the backbone of the economy of our nation, the research attempts to examine the aspects influencing job satisfaction of employees in Bangladesh. The study is achieved this aims (NathRoya, Hossain, & Shammic, 2017). Job satisfaction is an employees’ sense of
accomplishment and success on the job. It is usually perceived to be directly connected to productivity as well as to personal well-being. Job satisfaction implies doing a job one enjoys, doing it well, and being pleased for one’s hard work. Job satisfaction additionally implies eagerness and happiness with one’s work. Job satisfaction is the key component that leads to recognition, income, promotion, and the accomplishment of other aims that lead to a sensation of execution (Kaliski, 2007). Job satisfaction is extensively affected by organization behavior. The researches have revealed that job satisfaction really affects employee working performance and administrative commitment, and disapprovingly persuades employee turnover (Fraser, 2011). Job satisfaction has been broadly considered over the years. Around the globe, it is a well-known fact that a person with a high level of job satisfaction depicts affirmative attitude of the job, while a person who is displeased with the job has a negative attitude. Job satisfaction is in regard to one’s feelings or state of mind about to the nature of their work (Tasnim, 2006). Job satisfaction refers one of the most complex areas facing today’s managers when it comes to managing their employees. Many works have showed an especially large effect on the job satisfaction on the motivation of employees, while the degree of enthusiasm has an effect on productivity, and therefore furthermore on performance of trade organizations. Unluckily, in our area, job satisfaction has not still acknowledged the proper concentration from neither scholars nor managers of different trade organization (Aziri, 2011). It emphasizes the relative significance of job satisfaction aspects and their effects on the overall job satisfaction of employees. The paper shows that organizational aspects such as work conditions, pay, fairness, and promotion pointedly inclined employee job satisfaction.

The overall job satisfaction is at the affirmative level and job satisfaction of employees becomes a significant subject that has to be occupied care in order to accomplish eventual aims of the private sector in Bangladesh (Hossain, 2014). The paper measures that the level of job satisfaction among the employees of private and public organizations in Bangladesh. The study recommends that an effective policy on recruitment, job security, regular payments, retirements’ benefits service rules, promotion opportunities should be made by the government to progress the job satisfaction and attitude of employees in both government and non-government employees (Sarker, Sultana, & Prodhan, 2017). The word job satisfaction is extensively used in human resource management. Job satisfaction is vital to fascinate and retain talent workforce. Business can authorize a competitive advantage over the key rivals through authorizing the satisfaction of employees towards job. Business needs to meet the expectations of employees which shall ensure their job satisfaction. The study shows that, the bank has still some boundaries to gratify the employees’ needs (Mia, 2017). Women employment is increasing by 4.4% every year in Bangladesh, more than twice the growth rate of the working-age population.

The broad objective of the study is to realize the impact of HRM practices on women employees’ job satisfaction of selected private sector in Bangladesh. There are some specific objectives of the paper, which are given below: to measure the level of job satisfaction based on demographics variable; to select the job organizations in the context of Bangladesh; to analyze the influence of HRM practices on women employees’ participation of private sector in Bangladesh.

Achieving the purpose, the paper is allocated into the following segments. Firstly, the literature review and research gap are provided based on past studies. Secondly, research methods are explained which are applied in the study. Thirdly, the paper is presented with the results and discussions. Finally, conclusion, limitations and direction for the further study.
Literature Review and Research Gap

According to Saif, Uddin, Haque, Rahman, and Mamun (2016), job satisfaction is the most analytically considered theme in organizational behavior, organizational management, and HRM. The study aims at recognizing some dynamic features that influence women employees’ job satisfaction of private sector. The outcomes of the paper is disclosed that job security, participation in decision making, available leave facilities, attitude of top management, salary increment, specific time for family, promotion opportunity, flexible working hour influence job satisfaction of women employees of private sector.

According to Islam, Saha, and Ahmed (2000), the study attempts to evaluate the level of job satisfaction and overall socioeconomic satisfaction of women employees. It emphasizes the relative importance of job satisfaction facets and associations with the overall satisfaction. The level of women employees’ job satisfaction depends on the aspects comprising salary, better job, supervisor, social status, co-employee recognition, better work, colleagues’ preferences, and quality of supervision. The paper reveals that salary, better work, supervisor recognition, better job, colleagues’ preference, and quality of supervision have significantly influenced women employees’ job satisfaction.

According to Rahman, Ashraf, Hasan, Hoshen, and Chowdhury (2017), job satisfaction among employees in private sector is a significant subject. The aim of the study is to measure the level of job satisfaction among employees from socio-demographic context. In the paper, several displays such as salary, sympathetic view to officers, increment allocation method, welfare facilities, bonus facilities, reward, working with current colleagues, leadership style, leave rules, job security, performance appraisal and evaluation procedure, working schedule, teamwork influence higher level of job satisfaction among employees. Importance means difference of low level of job satisfaction is found among age, designation, salary, marital status, service period, and working environment which may be recuperated by authorizing unbiased and reimbursement method, periodical increments, allowances, promotion, redesigning of working hour, environment, opportunities to participation in decision making and effective training and development program.

According to Judge and Church (2000), there are some job related features which can ensure job satisfaction such as supervision, pay, promotion opportunities, coworkers and so forth, the nature of the work itself generally emerges as the most chief job facet. Also, job satisfaction outcomes from the complementary and brief of many specific likes and dislikes of women employees experienced over a period of time through gaining more and more information about the workplace (Huang, 1999). Also the paper has studied that the distinction effects of role stress experienced by women in terms of promise to the institute, whole job satisfaction, satisfaction with specific facets of the job, and personal-life satisfaction. Role force is deliberately and negatively linked to structural commitment; overall job satisfaction; satisfaction with pay, work, coworkers, supervision, and personal-life satisfaction (Chassie, Marilyn, & Rabi, 1980).

According to Rahman, Saha, and Gurung (2009), the paper studies the level of job satisfaction on the basis of some aspects which are influenced by self-actualization, inquisitiveness facets, aesthetic aspects, and comparison aspects. The basis of this job satisfaction not only arises from the job but also from the other features like work environment association with supervisors & peers, corporate culture, managerial style and as well identified factors working environment, officer’s view, worked efficiently, present work, enlightening interpersonal relationship, coworkers and challenging work.

According to Ashraf, Joarder, and Al-Masum (2009), the paper is highlighted that carrier growth, training
and development, professionals’ appraisal, firm loyalty, have association with job satisfaction. Besides the paper discovers that working women in the modern civilization are enhancing day by day predominantly in the city setting because of the effect of education, work opportunities, women reservation policies so forth to remark a few. Job satisfaction is called a part of life satisfaction. Job satisfaction is in respect to state-of mind about the nature of their work. Job satisfaction can be persuaded by a multiplicity of aspects, such as the quality of one’s association with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work etc (Asha & Somashekher, 2014).

According to Zabir, Mozahid, Bhuiyan, Lima, and Tasnim (2018), the exploration attempts to work out the aspects that influence women employees’ job satisfaction of different public and private organizations in Bangladesh. Employees are relaxed with their job satisfaction aspects such as maternity leave, pay & benefits, distributed workload, emergency leave, excellent communication with coworkers and good association with immediate supervisor highly satisfied to perform their work.

According to Thomas (2000), the examination argues that when employees are able to achieve something competently performing job activities, they will be internally encouraged. For carrying out job positively employees need to progress competence. The study shows a survey on professional auditors in Bangladesh and found “opportunity for skill development” as a source of job satisfaction. So, it is presumed that the job that offers chance for skill development will add job satisfaction (Purohit & Belal, 1998). Correspondingly the paper also demonstrates that employees’ reimbursement package is a momentous part of the employee job satisfaction and it cannot be ignored (Benjamin, 2010).

According to Lambert, Hogan, and Barton (2001), the study has acknowledged salary as a significant aspect that influences job satisfaction and moreover the exploration is demonstrated that promotional opportunities influence job satisfaction of garments women workers in Bangladesh (Islam & Swierczerk, 2003). In addition working condition has a modest impact on job satisfaction like workgroup. Work environment and the level of employee satisfaction in the work place are positively related to each other (Spector, 2008).

According to Abbas and Yaqoob, (2009), employee performance is crucial element of a firms therefore; facets that place the grounds for high performance must be examined judgmentally by the firms for them to succeed. Likewise, employee job performance has continuously been a significant concern for supervisors of firms (Kelidbari, Dizgah, & Yusufi, 2011). Moreover the study designates that job satisfaction has five aspects which include job independence, support from outstanding, chance to advance knowledge, expertise attention, and connection with co-workers (Bos, Donders, Bouwman-Brouwer, & Van der Gulden, 2009).

According to Anitha (2013), the review moreover discloses that atmosphere at which employee performs job and additional timetables, association with bosses, co-employee association and that of team, incentives process, and appointment of an employee are persuasive aspects for performance and similarly the research discovers that three aspects of companies’ culture comprise of creativity and innovation, self-control and risk-taking affected employee job satisfaction (Hosseini & Shahmandi, 2014).

According to Park, Tseng, and Kim (2016), managerial innovation has been generally measured as the tactical means for performance development in an association. Nevertheless, there is little investigation about how innovative applies impact distinct work satisfaction in public groups. Employees with a higher level of work skill and payment grade trust that innovation leads to extra job satisfaction. Furthermore, employees in supervisory mediations observe that innovation is adversely related to job satisfaction, however employees in distributive agencies perceive that innovation is surely associated to job satisfaction.
According to Mehrdad (2015), the main aim of present literature review is focused on the vital role of conflict controlling styles on job satisfaction among employees and likewise inspects interactions between conflict controlling styles and job satisfaction at workplace. In point of fact, significant regard should be dedicated to the precise controlling styles at organization. Also, the accurate administration styles as external component have noticeable role on job satisfaction at business because each of these styles can progress the responsibility of employees toward organization. Also employees are possible to be encouraged to develop their performance with nonmonetary rewards like employees recognition, recognition is the approval, appreciation of the positive achievements of a personal or group (Caligiuri, Lepak, & Bonache, 2010).

According to M. S. Islam, Sarker, and M. M. Islam (2018), the aim of the research is to find out the impact of HRM practices on employees’ job satisfaction. The study is quantitative nature and structure questionnaire is used for collected data and analyses the test of hypothesis, correlation, and regression analysis using SPSS software. Correlation analysis reveals that HRM practices have a significant relationship with job satisfaction and five factors model explains 57.3 percent of positive job satisfaction among bank employees. It is mentioned that work-life balance practices, compensation and reward, recruitment and selection have the most influence on job satisfaction (JS). New insight is provided for the bank manager to ensure the job satisfaction.

According to Ali and Akter (2009), the purpose of the study is to explore the present level of job satisfaction among the faculty members of private universities of tertiary level in Bangladesh. Research is conducted by the survey, and result of the study shows that faculty members are overall satisfied with their present condition, except the factors like training facilities, and some physical facilities and distribution of courses, it is mentioned that there is no difference between man and female at their work place they working as a masculine culture. The university gives more attention to motivate the employee if so overall efficiency will increase.

The paper attempts to evaluate job satisfaction of bank officers considering sex differences to determine a fruitful comparison. The research work is conducted through the Job Descriptive Index administered questionnaire. As the two gender groups were not normally distributed, a Mann-Whitney U test was applied to test relationship between gender and job satisfaction with each facet to measure satisfaction in terms of five aspects of a person’s job: pay, promotion, supervision, the work itself, and co-workers. The study shows higher satisfaction among females for three of the five job facets while male officers dominate the rest two factors (Uddin & Kabir, 2015; Uddin, Taher, & Hoque, 2005).

According to Khan, Md Yusoff, and Hussain (2018), the aim of this research is to analyze the effect of human resource practices (HR) on employee job performance under the mediating effect of job satisfaction. Result comes from both descriptive statistics and inferential statistics using cross-sectional data that the study has found HR practices such as, recruitment and selection, training and development, performance appraisal and compensation have direct and significant effect on employee job performance through job satisfaction among the university faculty members. It is distinguished that the problems of HR practice in public sectors are extremely insufficient.

According to Absar, Azim, Balasundaran, and Akter (2010), the study is to discover the impact of HR practices on job satisfaction in the context of Bangladesh. The researches are conducted by questionnaire and collecting the information on the basis of three factor job satisfaction, besides human resource planning, and training and development, it might have impact on job satisfaction. It is found out training and development have the greatest impact on job satisfaction.
After reviewing some related literatures, it is clear that maximum scholars tried to measure the employees’ job satisfaction from the perspectives of foreign and domestic government area employees not women, but this research has been tried to focus on this area from the perspectives of Bangladesh women which remained as an unexplored field like women employees and private sector. Also, these literatures considered some factors which serve to influence HRM practices on women employees’ job satisfaction. But still there are some additional factors which serve to influence women employees’ job satisfaction yet to be explored.

**Research Methods**

**Research Design & Sampling Method**

The current exploration is quantitative nature. The exploration design used in the research is descriptive. With emphasis on descriptive category, with the intention of conduct primary data, the study will have questionnaires on the HRM practices with women employees’ job satisfaction. The exploration is used probability sampling method (Systematic sampling method).

**Measurement Instrument and Scaling**

| Measured variables                      | Sources                                                                 | Scale                        |
|-----------------------------------------|-------------------------------------------------------------------------|------------------------------|
| High job security                       | Rahman, Ashraf, Hasan, Hoshen, and Chowdhury (2017); Absar, Azim, Balasundaran, and Akter (2010) | Five-point Likert scales     |
| Job independence                        |                                                                         |                              |
| High remuneration                       |                                                                         |                              |
| Salary increment                        |                                                                         |                              |
| Incentives facilities                   |                                                                         |                              |
| Promotion opportunities                 |                                                                         |                              |
| Good working environment                 |                                                                         |                              |
| Performance appraisal                   |                                                                         |                              |
| Prizes & awards                         |                                                                         |                              |
| Training facilities                     |                                                                         |                              |
| Supervisors care                        |                                                                         |                              |
| Flexible working hour                   |                                                                         |                              |
| Emergency leave                         |                                                                         |                              |
| Interpersonal relationship              |                                                                         |                              |
| Decision making                         |                                                                         |                              |
| Conflict resolution                     |                                                                         |                              |
| Pay & benefits                          |                                                                         |                              |
| Creativity & innovation                 |                                                                         |                              |
| Child care facilities                   |                                                                         |                              |
| Social status                           |                                                                         |                              |
| Women employees job satisfaction        |                                                                         |                              |

The scale items for measuring the job satisfaction were adopted from Rahman, Ashraf, Hasan, Hoshen, and Chowdhury (2017), and Absar, Azim, Balasundaran, and Akter (2010), where the items are found reliable and valid. The measured variables are revealed in Table 1. The first section of the questionnaire includes general information of the respondents such as age, education qualifications, marital status, religion, job experience, and monthly income and also job organization. The second section includes questions related to
HRM practices and job satisfaction. Respondents were asked to rate their degree of agreement or disagreement on a five-point Likert scale ranging from strong disagreement to strong agreement. Before finalizing the questionnaire, a pretesting is done on eight respondents.

Sources of Data

The exploration uses both primary data and secondary data. Primary data are collected through the well-structured comprehensive questionnaire. Secondary data sources are several published articles and reports, research paper, and several websites.

Data Collection & Data Analysis

The exploration collects data from 200 women employees in personal interview by survey method through a structured questionnaire with five-point Likert scales from women employees who have worked in selected private sector in Bangladesh. Data are collected from employees and encoded in SPSS 25.0 software for analysis. It is evaluated using factor analysis, reliability statistics, descriptive statistics, Pearson correlation analysis, and multiple regression analysis.

Findings and Discussions

Factor Analysis

The Principle Component Analysis has been used and total 20 variables have been included in the factor analysis. At first a correlation matrix has been constructed and then tests the appropriateness of factor model. Bartlett’s test of Sphericity has been used to test the hypothesis that variables are uncorrelated in the population.

Table 2

| KMO and Bartlett's Test                     |
|--------------------------------------------|
| Kaiser-Meyer-Olkin measure of sampling adequacy | 0.712 |
| Bartlett’s test of sphericity               |
| Approx. chi-square                         | 799.123 |
| Df                                          | 190 |
| Sig.                                        | 0.000 |

As illustrated in Table 2, the study has revealed that the approximate chi-square statistics is 799.123 with 190 degrees of freedom which is significant at 0.05 levels and the value of KMO statistics (0.712) is also greater than 0.5. So, the factor analysis may be considered an approximate technique for analyzing the data. Using varimax rotation, reducing the 20 variables, the study has acquired five uncorrelated aspects having Eigen value greater than 1.

Rotated Component Matrix

As illustrated in Table 3, there are five components, which are attained in the rotated component matrix analysis. In first component, there are five variables whose arranged values are 0.763, 0.689, 0.337, 0.564, and 0.668. In second component, there are four variables whose specified values are 0.660, 0.644, 0.843, and 0.722. In third component, there are five variables whose prescribed values are 0.463, 0.709, 0.654, 0.638, and 0.191. In fourth component, there are also three variables whose fixed values are 0.752, 0.635, and 0.570. In fifth component, there are three variables whose given values are 0.485, 0.330, and 0.564.

From the above Rotated Component Matrix, this study acquires the following uncorrelated variables:
Table 3

Rotated Component Matrix

| Variable(s)                           | Components |
|---------------------------------------|------------|
|                                       | 1  | 2  | 3  | 4  | 5  |
| High job security (HJS)               |    |    | 0.463 |    |    |
| Job independence (JI)                 |    |    | 0.709 |    |    |
| High remuneration (HR)                |    |    | 0.654 |    |    |
| Salary increment (SI)                 |    |    | 0.638 |    |    |
| Incentives facilities (IFs)           |    |    | 0.191 |    |    |
| Promotion opportunities (POs)         |    |    | 0.485 |    |    |
| Good working environment (GWE)        | 0.763 |    |    |    |    |
| Performance appraisal (PA)            |    | 0.752 |    |    |    |
| Prizes & Awards (PAs)                 |    | 0.635 |    |    |    |
| Training facilities (TFs)             |    | 0.570 |    |    |    |
|Supervisors care (SC)                  |    |    | 0.330 |    |    |
|Flexible working hour (FWH)            | 0.689 |    |    |    |    |
|Emergency leave (EL)                   |    | 0.660 |    |    |    |
|Interpersonal relationship (IR)        |    | 0.644 |    |    |    |
|Decision making (DM)                   |    | 0.843 |    |    |    |
|Conflict resolution (CR)               |    | 0.722 |    |    |    |
|Pay & benefits (PBs)                   | 0.337 |    |    |    |    |
|Creativity & innovation (CI)           | 0.564 |    |    | 0.564 |    |
|Child care facilities (CCFs)           |    |    |    |    | 0.668 |

Table 4

Uncorrelated Aspects

| No. | Name of the aspects                  | Loaded variables                  |
|-----|-------------------------------------|-----------------------------------|
| 1   | Social status aspect (SSA)           | GWE, FWH, PB, CI, SS              |
| 2   | Participation decision making aspect (PDMA) | EL, IR, DM, CR                 |
| 3   | Suitable remuneration aspect (SRA)   | HJS, JI, HR, SI, IFs              |
| 4   | Proper reward aspect (PRA)           | PA, PAs, TFs                      |
| 5   | Promotion aspect (PA)                | POs, SC, CCFs                     |

Uncorrelated Aspects

As illustrated in Table 4, it is presented that the exploration integrates the five uncorrelated aspects. First one, social status aspect encompasses five variables, such as, GWE, FWH, PB, CI, & SS. Second one, participation decision making aspect includes four variables, such as, EL, IR, DM, & CR. Third one, suitable remuneration aspect counts five variables, such as, HJS, JI, HR, SI, & IFs. Fourth one, proper reward aspect combines three variables, such as, PA, PAs, & TFs. Last one, promotion aspect also combines three variables, such as, POs, SC, & CCFs.

Reliability Statistics Analysis

Reliability analysis is measured via Cronbach’s coefficient alpha to check for internal dependability of the constructs. All constructs have no problem in reliabilities if the Cronbach’s Alpha values exceeded the criterion of 7.00 (Hair, Rolph, Barry, & William, 2010). As illustrated in Table 5, it is demonstrated that the analysis
showed that the lowest value of Cronbach’s Alpha was 0.701 for job satisfaction. Accordingly, the survey instrument is reliable to measure all factors consistently and free from random error.

Table 5

| Aspects                              | No. of items | Cronbach’s alpha |
|--------------------------------------|--------------|------------------|
| Social status aspect (SSA)           | 1            | 0.735            |
| Participation decision making aspect (PDMA) | 2            | 0.765            |
| Suitable remuneration aspect (SRA)   | 3            | 0.803            |
| Proper reward aspect (PRA)           | 4            | 0.701            |
| Promotion aspect (PA)                | 5            | 0.710            |

Descriptive Statistics Analysis

As illustrated in Table 6, it is revealed that majority of respondents have agreed with SSAs (Mean= 4.78 & Std. deviation = 0.89392) becoming the most important element, which impacts women employees’ job satisfaction (WEJS). PDMA (Mean= 4.12 & Std. deviation= 0.94465) is another crucial feature, which affects women employees job satisfaction (WEJS). Correspondingly, SRA (Mean= 4.98 & Std. deviation= 0.800742) is key component, which influences women employees job satisfaction (WEJS). So, SSA, PDMA, and SRA have a significant impact on women employees’ job satisfaction (WEJS).

Table 6

| Aspects                              | Average | Standard deviation |
|--------------------------------------|---------|--------------------|
| Social status aspect (SSA)           | 4.78    | 0.89392            |
| Participation decision making aspect (PDMA) | 4.12    | 0.94465            |
| Suitable remuneration aspect (SRA)   | 4.98    | 0.800742           |
| Proper reward aspect (PRA)           | 3.86    | 1.115353           |
| Promotion aspect (PA)                | 3.75    | 1.277113           |

Table 7

Pearson Correlation Analysis

| Aspects                              | SSA | PDMA | SRA  | PRA  | PA   | WEJS |
|--------------------------------------|-----|------|------|------|------|------|
| Social status aspect (SSA)           | 1   |      |      |      |      |      |
| Participation decision making aspect (PDMA) | 0.642** | 1   |      |      |      |      |
| Suitable remuneration aspect (SRA)   | 0.431** | 0.655** | 1   |      |      |      |
| Proper reward aspect (PRA)           | 0.555** | 0.512** | 0.537** | 1   |      |      |
| Promotion aspect (PA)                | 0.623** | 0.620** | 0.526** | 0.598** | 1   |      |
| Women employees’ job satisfaction (WEJS) | 0.592** | 0.599** | 0.695** | 0.601** | 0.689** | 1   |

Note:** Correlation is significant at 0.01 level (2-tailed).

Pearson Correlation Analysis

The inter-relationships between the six variables (SSA, PDMA, SRA, PRA, PA, and WEJS) are scrutinized using Pearson correlation analysis. The average score of the multi-items for a construct is calculated and the score is used in correlation analysis. Lind, Mason, Marchal, and Wathen (2010) indicate that the correlation is strong when the value is r = 0.50 to 1.0 or r = -0.50 to -1.0. As illustrated in Table 7, it is
demonstrated that all variables are correlated together at the 0.01 level using the correlation test and the values ranges $r = 0.592$ to $r = 0.689$. Thus, there is no multicollinearity problem in the study.

**Model Summary**

As illustrated in Table 8, it is presented that correlation coefficient value ($R$) is equal to 0.332 which suggests that there is a moderate positive relationship between women employees’ job satisfaction (WEJS) and social status aspect (SSA), participation decision making aspect (PDMA), suitable remuneration aspect (SRA), proper reward aspect (PRA), promotion aspect (PA). However, only 11.0% (R-square values of 0.110) variation in women employees’ job satisfaction (WEJS) is accounted due to social status aspect (SSA), participation decision making aspect (PDMA), suitable remuneration aspect (SRA), proper reward aspect (PRA), and promotion aspect (PA). The adjusted ($R^2$) is 0.087 indicating that the aspects can significantly account for 8.7% variance in women employees’ job satisfaction (WEJS).

Table 8

| Model | R     | R square | Adjusted R square | Std. error of the estimate |
|-------|-------|----------|-------------------|---------------------------|
| 1     | 0.332 | 0.110    | 0.087             | 0.97992                   |

**Confirm the Model Fitness**

As illustrated in Table 9, the analysis reveals that multiple regression analysis is performed to study the relationship between social status aspect (SSA), participation decision making aspect (PDMA), suitable remuneration aspect (SRA), proper reward aspect (PRA), promotion aspect (PA) with women employees’ job satisfaction (WEJS). Five hypotheses are proposed and results are enumerated. The $F$-value is 4.805 with a significant level 0.000 which is less than 0.01 with 5 and 194 degrees of freedom and it assures model fitness for regression analysis.

Table 9

| Model          | Sum of squares | Df | Mean square | $F$ | Sig. |
|----------------|----------------|----|-------------|-----|------|
| Regression     | 23.068         | 5  | 44.614      | 4.805 | 0.000|
| Residual       | 186.287        | 194| 0.960       |      |      |
| Total          | 209.355        | 199| 4.000       |      |      |

**Coefficients**

| Model                        | Unstandardized coefficients | Standardized coefficients | T     | Sig.  |
|------------------------------|-----------------------------|---------------------------|-------|-------|
| (Constant)                   | 30.491                      | 10.316                    | 2.653 | 0.009 |
| Social status aspect         | 0.046                       | 0.146                     | 0.241 | 3.225 | 0.001 |
| Participation decision making aspect | 0.0174                     | 0.102                     | 0.119 | 1.705 | 0.090 |
| Suitable remuneration aspect | 0.0338                      | 0.160                     | 0.154 | 2.114 | 0.036 |
| Proper reward aspect         | -0.255                      | 0.178                     | -0.103| -1.428| 0.155 |
| Promotion aspect             | 0.0606                      | 0.238                     | 0.175 | 2.544 | 0.012 |

**Impact of HRM Practices on Job Satisfaction**

As illustrated Table in 10, there are results of multiple regression analysis. It is shown that social status
aspect (SSA) as the important facet, which significantly influences women employees’ job satisfaction (WEJS) of private sector ($\beta_1 = 0.241; t$-value $= 3.225; p < 0.05$). Therefore, social status aspect (SSA) has a positive and significant effect on women employees’ job satisfaction (WEJS) of private sector. Next, suitable remuneration aspect (SRA) as the significant element, which notably affects women employees’ job satisfaction (WEJS) of private sector ($\beta_3 = 0.154; t$-value $= 2.114; p < 0.05$). So, suitable remuneration aspect (SRA) has a significant impact on women employees’ job satisfaction (WEJS) of private sector. Then, promotion aspect (PA) as the vital feature, which notably influences women employees’ job satisfaction (WEJS) of private sector ($\beta_5 = 0.175; t$-value $= 2.544; p < 0.05$). Thus, promotion aspect (PA) has a positive and significant impact on women employees’ job satisfaction (WEJS) of private sector. So, HRM practices have impacts on women employees’ job satisfaction of selected private sector in Bangladesh.

The outcomes in Table 10 designate that participation decision making aspect (PDMA) insignificantly influences women employees’ job satisfaction (WEJS) of private sector ($\beta_2 = 0.119; t$-value $= 1.705; p > 0.05$). Therefore, participation decision making aspect (PDMA) has no effects on women employees’ job satisfaction (WEJS) of private sector. Next, proper reward aspect (PRA) negatively and insignificantly influences on women employees’ job satisfaction (WEJS) of private sector ($\beta_4 = -0.103; t$-value $= -1.428; p > 0.05$). Accordingly, proper reward aspect has no impacts on women employees’ job satisfaction (WEJS) of private sector in Bangladesh.

Table 11
The Demographic Profile of Women Employees

| Variable          | Items     | Frequency | Percentage | Valid % | Cumulative % |
|-------------------|-----------|-----------|------------|---------|--------------|
| Age               | 20-30     | 35        | 17.5       | 17.5    | 17.5         |
|                   | 30-40     | 145       | 72.5       | 72.5    | 90.0         |
|                   | 40-50     | 15        | 7.5        | 7.5     | 97.5         |
|                   | 50-60     | 4         | 2.0        | 2.0     | 99.5         |
|                   | 60+       | 1         | 0.5        | 0.5     | 100.0        |
| Education          | Undergraduate | 10     | 5.0        | 5.0     | 5.0          |
| qualifications     | Graduate  | 123       | 61.5       | 61.5    | 66.5         |
|                   | Post-graduate | 62      | 31.0       | 31.0    | 97.5         |
|                   | Others    | 5         | 2.5        | 2.5     | 100.0        |
| Marital status     | Married   | 155       | 77.5       | 77.5    | 77.5         |
|                   | Single    | 45        | 22.5       | 22.5    | 100.0        |
| Religion           | Muslims   | 180       | 90.0       | 90.0    | 90.0         |
|                   | Hindus    | 18        | 9.0        | 9.0     | 99.0         |
|                   | Christian | 0         | 0.0        | 0.0     | 99.0         |
|                   | Buddhism  | 0         | 0.0        | 0.0     | 99.0         |
|                   | Others    | 2         | 1.0        | 1.0     | 100.0        |
| Job experience     | Less 5    | 20        | 10.0       | 10.0    | 10.0         |
|                   | 5-15      | 95        | 47.5       | 47.5    | 57.5         |
|                   | 15-25     | 83        | 41.5       | 41.5    | 99.0         |
|                   | 25 above  | 2         | 1.0        | 1.0     | 100.0        |
| Monthly income     | Below 15,000 | 15     | 7.5        | 7.5     | 7.5          |
|                   | 15,000-30,000 | 30   | 15.0       | 15.0    | 22.5         |
|                   | 30,000-45,000 | 55   | 27.5       | 27.5    | 50.0         |
|                   | 45,000-60,000 | 75   | 37.5       | 37.5    | 87.5         |
|                   | 60,000 above | 25   | 12.5       | 12.5    | 100.0        |
The Demographic Profile of Women Employees

As illustrated in Table 11, the different frequency and percentages of the demographic profile of women employees is presented. It appears that women employees are mostly in the age categories 30-40 years old (72.5%). The second highest of women employees are in the age categories 20-30 years (17.5%). The third highest of women employees are in the age categories 40-50 years (7.5%). The fourth highest of women employees are in the age categories 50-60 years (2.0%), and minority of women employees are in the age categories 60 years above (0.5%). With regards to educational qualification, 61.5% of women employees are graduate, 31.0% of women employees are post-graduate, 5.0% of women employees are undergraduate, and 2.5% of the women employees are others. With regards to marital status, 77.5% of women employees are married and 22.5% of women employees are single. As predicted, 90% women employees are Muslims. It focuses on the Islamic nature of Bangladesh. 9.0% of women employees are Hindus, 0.0% are both Christian & Buddhism, and 1.0% others. Also it appears that 47.5% of women employees have 5-15 years’ job experience, 41.5% of women employees have job experience with 15-25 years, 10.0% have job experience less 5 years, and only 1% of women employees have 25 years above. In addition, women employees are the majority at the income level 45,000-60,000 (37.5%), the second highest of women employees are at income level 30,000-45,000 (27.5%), the third highest of women employees are at income level 15,000-30,000 (15.0%), the fourth highest of women employees are at income level 15,000-30,000 (12.5%), and minority of women employees are at income level below 15,000 (7.5%).

Table 12
Selected Private Job Organization

| Model      | Frequency | Percent | Valid % | Cumulative % |
|------------|-----------|---------|---------|--------------|
| Bank       | 71        | 35.5    | 35.5    | 35.5         |
| Insurance  | 7         | 3.5     | 3.5     | 39.0         |
| University | 67        | 33.5    | 33.5    | 72.5         |
| RMG        | 25        | 12.5    | 12.5    | 85.0         |
| Customer care | 12    | 6.0     | 6.0     | 91.0         |
| Corporate  | 18        | 9.0     | 9.0     | 100.0        |

Selected Private Job Organization

As illustrated in Table 12, it is shown that this study is conducted in the selected private job organization. Most of the women employees (35.5%) are involved in Bank organization, the second highest of the women employees (33.5%) is involved in University, the third highest of the women employees (12.5%) are involved in RMG organization, the fourth highest of the women employees (9.0%) are involved in Corporate, the fifth highest of the women employees (6.0%) are involved in Customer Care organization, and the minority of the women employees (3.5%) are involved in insurance organization.

Conclusion, Limitations, and Direction for the Further Study

Women in the employees’ earnings salary is part of a current phenomenon, which is advanced at the same time as the growth of paid employment for men, but women have been challenged by inequality in the employees. Job satisfaction may be dignified in intellectual, emotional, and social elements. Job satisfaction is the measure of employees’ contentedness with their job, whether or not they like job or specific facets. Job satisfaction is demarcated as the degree to which employees feel self-motivated, relaxed, and fulfilled with their job.
Employee job satisfaction is, fair modestly, how employees are fulfilled with their jobs. Employee satisfaction is typically measured using an employee satisfaction review. Employee fulfillment is the degree to which workforces are glad with their jobs and work atmosphere. Fulfillment is a very crucial part of an employee’s lifecycle and inspiration to remain loyal to and engaged with an organization. Job satisfaction is the most widely considered subject in organizational behavior, organizational management, and human resource management. Employees in the modern development are enhancing gradually predominantly in the city setting because of the effect of education, work opportunities, women reservation policies so forth to remark a few. Job satisfaction is called a part of life satisfaction. Job satisfaction is in respect to state-of mind about the nature of their work. The aim of the research is to discover the impact of HRM practices on women employees’ job satisfaction of selected private sector in Bangladesh. The exploration adopts the quantitative analysis of HRM factors that may influence job satisfaction. The research studies the numerous influential factors like high job security (HJS), job independence (JI), high remuneration (HR), salary increment (SI), incentives facilities (IFs), promotion opportunities (POs), good working environment (GWE), performance appraisal (PA), prizes & awards (PAs), training facilities (TFs), supervisors care (SC), flexible working hour (FWH), emergency leave (EL), interpersonal relationship (IR), decision making (DM), conflict resolution (CR), pay & benefits (PBs), creativity & innovation (CI), child care facilities (CCFs), and social status (SS) that have influence to measure the women employees’ job satisfaction of private sector in developing countries like Bangladesh. Data are collected from 200 women by survey method through a structured questionnaire with five-point Likert scales and multiple items. Systematic sampling method is used. Data are analyzed using factor analysis, reliability statistics, descriptive statistics, Pearson correlation analysis, and multiple regression analysis. Therefore, the factor analysis may be considered an approximate technique for analyzing the data. Using varimax rotation, reducing the 20 variables, this study has got 5 uncorrelated aspects having Eigen value greater than 1. Those aspects such as social status aspect (SSA), participation decision making aspect (PDMA), suitable remuneration aspect (SRA), proper reward aspect (PRA), promotion aspect (PA). From the results of regression analysis, this research finds that social status aspect (SSA), suitable remuneration aspect (SRA), and promotion aspect (PA) as the crucial facets, have effect on women employees’ job satisfaction (WEJS) of private sector in Bangladesh. In contrast, from regression analysis, participation decision making aspect (PDMA), and proper reward aspect (PRA) insignificantly influence women employees’ job satisfaction (WEJS) of private sector. The paper generates attentiveness among current and potential private organizations, academicians, examiners, and women employees. This paper can add women employees’ job satisfaction in emerging nation like Bangladesh. Private organizations are enlightened identifying the influential aspects of measuring the women employees’ job satisfaction (WEJS). So, women employees are eagerly taking a challenge in non-government sector in Bangladesh.

The paper is restricted in selected private organizations and inside developing countries (Bangladesh) only and the result may not be applicable to other sectors and other countries. The result is obtained based on the respondents’ opinion. So, there is a chance of a respondent’s bias. The respondents don’t want to disclose their personal information. The sample size is only 200 women employees. Future investigation is recommended to improve the significance of the sampling by expanding the sample size. Then, a study on the moderating effect of demographics with women employees’ job satisfaction (WEJS) is deemed relevant by using multivariate data analysis technique. The study found some persuades of independent variable. Therefore, there may be some other variables which may affect women employees’ job satisfaction (WEJS). Those elements are left for the future research.
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