

Job Satisfaction and Employee Loyalty: An Empirical Study on Private Commercial Banks of Bangladesh

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Abstract

This study's major focus is to identify few critical factors that can cause employee satisfaction in Private Commercial Banks (PCBs) of Bangladesh and their eventual impact on employee job loyalty. A model was proposed based on previous studies that connect employee satisfaction and job loyalty by considering several linking variables. The survey was conducted in 2021, and a sample size of 105 has been considered. The respondents were selected by using convenience sampling technique, and data were collected mostly using a Google form of structured questionnaire and a few by meeting in public. To find out the relationship between job satisfaction and job loyalty, a multiple regression model was chosen, and to demonstrate the relationship of individual factors with job satisfaction itself; a linear correlation model was used. This study's findings suggest that the reward and recognition, working conditions, and work-life balance have a significant impact on deciding employee job satisfaction. Employee job loyalty also has a significant positive relationship with job satisfaction. This study also advocates the HRM implications in the banking sector of any developing nation like Bangladesh.

Keywords: Job Satisfaction, Employee Loyalty, Reward and Recognition, Working Conditions, Work-Life Balance, Private Commercial Banks, Bangladesh.

1. Introduction

In this era of dynamism, every business organization has been facing dramatic changes in their workplace setting. Change is taking place in every possible facet of an organization, ranging from the most common self-managed team to a flatter organizational structure (Powers, 2000). Moreover, as the Millennials are being considered as job hoppers, they always look for quick career progression and more benefits than the other generations (Waikar, Sweet, & Morgan, 2016). Organizations need to ensure their existing workforce's satisfaction to retain employees for a long time. Employees' loyalty towards the organization increases as employees get satisfied with some factor's availability in the organization, such as high payment, good working conditions, empowerment, recognition, teamwork facility, etc. Ranging from manufacturing to the service industry, for-profit to non-profit organizations, each organization is striving hard to increase its

employees' sustainability. Specifically, Bangladesh's banking industry should focus more on that issue as most fresh business graduates start their careers in the banking sector due to the affluent job availability.

Moreover, to increase the future output growth of any country's economy, the bank always plays a significant role (Jokipii & Monnin, 2013). The number of banks is increasing dramatically in Bangladesh. As a result, the existing bankers are privileged enough to have the opportunity to switch to another bank if they are not satisfied with their current organization and can access more alluring benefits programs proposed by other banks. The Human Resource Management (HRM) team of every bank has to ensure effective and efficient practices from their side as there is a positive link between job satisfaction that eventually ensures loyalty and HRM practices like autonomy in the job, leadership behavior, training facility, etc. (Rana, 2015).

Despite the considerable unemployment pool of any developing country, organizations consider human resources as scarce and valuable resources to some extent, as some specific capabilities required by the organization are found absent in the majority of the individual. Thus, if an organization can ensure the retention of skilled human resources in its organization for a longer time, it can achieve a sustainable competitive advantage (Jeet & Sayeed uz zafar, January 2014).

However, to ensure employee loyalty and their ultimate sustainability, organizations need to focus on hygiene and motivational factors. Ju-Chun Chien (2013) concluded that employees who get influenced by a minimum of one motivational factor along with a number of other hygiene factors to stay with a company for a long while become comparatively more satisfied and remain with the company in the long run.

In this research, employees' job satisfaction with their loyalty towards their organization is analyzed. At the very beginning, the concepts of employee satisfaction and loyalty were properly defined. Later on, the factors that had been used to analyze the satisfaction level of employees were explained, and their relative hypotheses were developed. Correlation models were used to show the intensity of relevance of job satisfaction and, as a result, employee retention within organization. The analysis and findings section recorded all the results of this research paper.

2. Literature Review

To prepare the literature review, this whole section has been categorized into three different sections. The first section (2.1) contains the study of job satisfaction. In section 2.2, the literature on employee loyalty as a result of job satisfaction is presented. Finally,

Section 2.3 includes reviewing factors of job satisfaction that can lead to employee loyalty towards any specific organization.

2.1 Job Satisfaction

Job satisfaction indicates a person's inner feelings towards their job that accelerate an individual to work spontaneously. This specific satisfaction about one's job can get aroused by the presence of several factors, such as the work nature, wages and salaries, promotion facilities, supervisors, work conditions, and supportive teams (Rajput, Singhal, & Tiwari, 2016).

The concept of job satisfaction mainly gets familiarized during the Human Relations Movement. Hoppock (1935) defined job satisfaction as "any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job." According to him, many external factors can cause job satisfaction; however, some internal organizational factors let employees feel differently towards their job.

Every individual has a different cognitive and evaluative state of mind about their job and their organization. Employees' emotions and feelings towards their job and workplace usually get demonstrated through their job satisfaction level. Thus, employees' satisfaction refers to fulfilling expectations within an individual's organizations and their developed attitudes towards the job. Consequently, employees will be delighted with their job if their needs get adequately served as per their expectations (Aspasia, Athanasios, & Nikolaos, 2004).

Achievement and success in the job are always the true drivers for one's job satisfaction. The productivity of employees will be higher if they are satisfied, which will lead to their well-being. Any individual can be considered satisfied with his job if he is doing the job of his passion, doing it well, and getting rewarded for the effort he put into it. Job satisfaction is the central element that drives an employee to get recognition, high salary, career progression, and the fulfillment of other goals that eventually gives the employee a sense of accomplishment (Kaliski, 2007).

2.2 Linking Job Satisfaction to Employee Loyalty

Being loyal to any organization as an employee, indicates that employee devoted enough to his organization's success, and it seems being an employee of that organization is the prime interest of that person. The attitudes that show employee loyalty are dyadic: both participants, employer, and employee, who are involved in this professional and

hierarchical relationship, should be aware of the importance and the benefits of loyalty situations (Inesona, Benke, & László, 2013).

Any employee committed to his work and dedicated to fulfilling assigned tasks within the stipulated time demonstrates loyalty to his organization. There are three different layers of employee commitment, according to Meyer and Allen's Organizational Commitment model. An employee can remain in affective commitment level, where he/she will find him/herself emotionally attached to his/her organization and believe in its values so much that they stay with a single organization because they want to (Pepe, 2010). If the perceived economic values of remaining with an organization compared to leaving it become the dominant factor in staying with an organization for a more extended period, the employee is in a Continuance Commitment state. Finally, suppose an employee feels morally or ethically obliged to remain with an organization. In that case, they exhibit normative commitment where they opt to stay with an organization for a more extended period (Jaros, 2007).

According to Walker (2005), job satisfaction and job loyalty are positively correlated, contingent upon the availability of different opportunities such as growth facility, learning culture, and clearly defined career path. The presence of some variables, like recognition and rewards, working conditions, relationship with supervisor teamwork, would lead to a strong positive correlation between job satisfaction and employee loyalty.

2.3 Factors That Can Cause Employee Satisfaction

There are different global approaches to measure the job satisfaction of employees. The organization can follow a single global rating approach, or sometimes a multiple global rating approach, or others. In the case of a multiple global rating approach (Facet approach), the organization can precisely nominate few factors that are causing satisfaction of their employees. Any aspect of the job, such as pay, supervisors, co-workers, organizational factors, and work environment, can be considered as facets of job satisfaction (Coomber & Barriball, 2007).

Job design is the conscious effort to organize tasks, duties, and responsibilities in such a way so that employees do not get the job as monotonous one. Job design theory prescribes five characteristics that influence employee performance: skill variety, task identity, task significance, autonomy, and intrinsic feedback (Tyler, Parker, Engle, Rosen, & Brandeis, 2006). The job characteristics model focuses on shaping a job to help an employee develop internal work motivation and job satisfaction while working in any organization (Kwak, Eun-Jung, Chung, & Xu, October 2010).

There are five dimensions of job characteristics: salary, job nature, working conditions, existing colleagues, and management politics (Luthans, 1992). Some of the factors considered as internal factors, such as salary, rest of the elements have been defined as external factors (Rose, 2003).

Dinham and Scott (2000) and Koustelios (2001) states several factors that can cause job satisfaction, for example, characteristics of the job itself (e.g., work pressure and time constraint), occupational characteristics (e.g., different types of work), organizational characteristics (role conflict and role ambiguity), demographic characteristics (e.g., age and gender) and personality characteristics (e.g., self-esteem and locus of control); those factors have been analyzed concerning both concepts (Tsigilis, Zachopoulou, & Grammatikopoulos, 2006).

As Total Quality Management focuses on improving all aspects of the organization, it also emphasizes employee involvement and feedback that has been considered a significant contributor to job satisfaction. According to Teh et al. (2009), by involving employees in decision-making, they feel motivated to improve the organization's whole system.

In this study, the factors that have been used to determine employee job satisfaction were selected based on the previous literature mentioned above. The most significant factors have been chosen depending on various researches, especially the research of Turkyilmaz et al. (2011). The factors are:

- Reward and recognition (R&R)
- Working conditions (WC)
- Empowerment and participation (E&P)
- Training & Development (T&D)
- Work-Life Balance (WLB)

Reward and Recognition (R&R): Reward and recognition could be considered as a prime factor of employee satisfaction. The reward is something that an individual receives in return for his service towards any organization, and the acknowledgment that someone receives for his contribution, in the eyes of the public, is called recognition (Bowen, 2000). Everyone wants to get rewards in return for his/her service in any organization. According to Maurer (2001), every organizational success is a consequence

of employee job satisfaction. Reward and recognition have been considered as critical factors that can lead to job satisfaction (Jun, Cai, & Shin, December 2006).

Working conditions (WC): According to Herzberg (1966), good working condition is one of the hygiene factors of motivation that is mandatory to satisfy any organization's employees. He specified working conditions by mentioning the factors like lighting, tools, space, ventilation, other related features of the internal environment, the amount of work, and the institution's facilities. There is a positive connection between mental and physical well-being and workplace environment of employee and job satisfaction (Donald & Siu, 2001). According to Brill et al. (2001), all workplace environment factors cumulatively count for 24% of job satisfaction level; however, this study doesn't consider the work experience factor. Many other researchers signify the positive connection between internal environment, environmental satisfaction, and job satisfaction (Veitch, Charles, Farley, & Newsham, 2007) (Oldham & Fried, 1987).

Empowerment & Participation (E&P): Everyone wants to have some legitimate power in the organization. Empowerment and participation have become a common trend in domestic and international organizations to motivate their employees. Empowerment means giving the employees freedom to make their own decisions and achieve their goals by following their way (Carless, 2004) (Haas, 2010). According to Bhatti and Qureshi (2007), if an organization lets its employees participate in corporate events, it may improve job satisfaction. If an employee can feel he is empowered, it would positively impact his attitudinal responses and satisfaction from the job (Snipes et al., 2005). A lot of research shows that there is a positive relationship between employee empowerment and job satisfaction (Bordin, Bartram, & Casimir, 2007).

Training & Development (T&D): Training are usually provided to improve technical skill of employees, whereas development is for improving conceptual skills (Detsimas, Coffey, Sadiqi, & Li, 2016). If employees get the opportunities to enroll in self-development training, their job satisfaction will automatically be at the peak (Saks, 1996). Some other researchers conducted on this topic and proved that there is a positive relationship between these two; for example, according to Martensen and Gronholdt (2001), employees can develop their self-competence by the various training program, and that leads them to overall job satisfaction.

Work-Life Balance (WLB): The concept of WLB demonstrates the individual perception of how well his or her personal life and work-life are balanced (Greenhaus & Allen, 2011). To some extent, it is next to impossible to measure work-life balance in an absolute manner because of personal incidents that influence the way it is perceived. Employees need to establish a harmony that portrays an individual's priorities, whereas

employees must draw a silver line between their personal and work lives and be confident that the line is in the right place (Murphy & Doherty, 2011). To develop organizational commitment, every organization needs to ensure a work-life balance that eventually makes an employee satisfied if other things remain in the right place as well (Scholarios & Marks, 2006).

3. Research Hypotheses and Framework

After analyzing several related studies and articles, the following hypotheses have been developed. The research framework also has been developed based on these hypotheses, which is shown below:

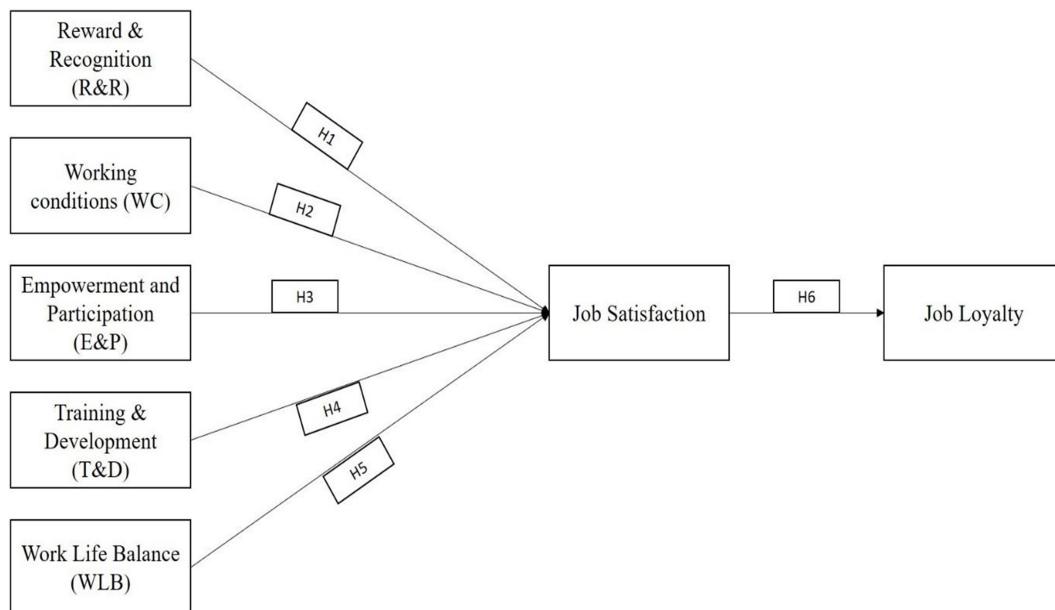


Figure 1: Framework of the study

The hypotheses are:

H₁: Reward and Recognition (R&R) has a positive relationship with Job Satisfaction

H₂: Working conditions (WC) has a positive relationship with Job Satisfaction

H₃: Empowerment & Participation (E&P) has a positive relationship with Job Satisfaction

H₄: Training & Development (T&D) has a positive relationship with Job Satisfaction

H₅: Work-Life Balance (WLB) has a positive relationship with Job Satisfaction

H₆: Job Satisfaction has a positive relationship with Job Loyalty

4. Research Methodology

4.1 Sample Size and Data Collection

The sample respondents were from PCBs of Bangladesh and were chose using convenience sampling. Due to the questionnaires' inadequate number of answers, out of 114 respondents, 105 sample data have been selected to conduct the research. To find out the employee loyalty as a result of their satisfaction in Private Commercial Banks (PCBs) of Bangladesh, we have collected data from 26 banks out of a total of 61 scheduled banks of Bangladesh. Due to the COVID-19, the data has been collected mainly using a Google Form. However, a few have also been collected meeting in person on a convenient basis.

4.2 Measurement of Related Variables

To find out the impactful factors that cause employees' job satisfaction, we took help from the study conducted by Turkyilmaz et al. (2011). A few modifications take place considering in mind the context of the banking industry of Bangladesh. The factors like Reward and Recognition, Working Conditions, Empowerment, Participation, etc., have been taken from previous studies. Each of these components consists of 3 items except Reward and Recognition (4 items) to assess the job satisfaction and employee loyalty in the PCBs of Bangladesh. The scale used to collect data was the 5-point Likert Scale, where '1' denoted strongly disagree, and '5' denoted the opposite extreme, strongly agree. The scale was reliable enough as the Cronbach Alpha value for each variable was calculated and supported the reliability.

4.3 Test of Reliability and Validity

To estimate the internal consistency reliability of the measurement, the Cronbach's Alpha has been used. As we know, Cronbach's Alpha doesn't work with a single item; individual data set score of reliability test has been calculated to find out the reliability of each dimension of job satisfaction and loyalty. The following table represents the reliability score:

Table 1: Cronbach's Alpha Reliability Test for individual dimension

Variables	No of Items	Cronbach's Alpha
Reward & Recognition (RR)	4	.612
Working conditions (WC)	3	.768
Empowerment & Participation (E&P)	3	.741
Training & Development (T&D)	3	.844
Work Life Balance (WLB)	3	.825
Job Satisfaction	3	.778
Job Loyalty	2	.858

Source: Questionnaire Survey, 2021

The Cronbach's Alpha results show a quite decent internal consistency of the dataset. The dimensions used to measure employees' job satisfaction and why their loyalty towards the organization is appropriately measured using this dataset.

5. Result and Discussions

5.1 Sample Description

The study's sample profile picturizes that out of 405 respondents who participated in this study, 62.5% are male, and 37.5% are female. A high number of 57.8% and 60% are aged between 20 to 29 years and came from the nuclear family, respectively. There were multiple professionals, including students (34.1%), followed by the teacher (15.6%), business and government employee (13.3%), banker (10.4%), doctor and engineer (5.2%), and lastly, lawyer (3.0%). The majority of respondents have a master's degree (47.4%) and graduation (38.5%).

The respondents have an income range of Tk. 20000-40000 (25.2%), followed by the respondents with an income range of Tk. 40000-60000 (20.0%), Tk. 10000-20000 (15.6%), below Tk.10000 and above Tk.60000 are (22.9%), while 16.3% have no income. Surprisingly from the tourist category, a good number of 34.1% are international tourists while the majorities (65.9%) are domestic tourists. The percentage of tourists who traveled more than three times is 65.2, compared to the first-time visitor 14.8, to any

tourist spot in Bangladesh. Interestingly, 17% of respondents like to visit alone, where 31.1% like visiting with their friends.

5.2 Descriptive Statistics

This section presents the factors that influence strategies of effective tourism marketing in Bangladesh. The researcher outlined descriptive statistics of the pricing, cultural, political, psychological, and environmental strategies in the appendix section.

Pricing Factors: Table A2 parades that all variables had a mean score of more than three, which means tourists are satisfied with all statements related to pricing strategies. Maximum respondents were satisfied with the statements, such as reasonable product cost, reasonable traveling, and accommodation cost, etc. Statements like 'Ability to satisfy needs/wants' and 'Market leaders charge higher price' had a high mean score of 3.94 and 3.87, respectively. Seemly meaning that marketers who have the ability to satisfy can be the market leader and charge a high price. The overall mean values ranging between 3.20 to 3.94 concludes that tourists are satisfied with the variables that can influence pricing strategies of tourism marketing to shed light on effectiveness.

Cultural Factors: Table A3 explains that all variables had a mean score of more than three with unique culture and politeness of local people being more than four. That means tourists are satisfied with statements related to cultural strategies. This result indicates that the culture of Bangladesh is quite unique, and people who lived in or near tourist spots are very polite. Maximum respondents were satisfied with the statements, such as helping local people, trustworthy, treat as a guest, etc. The ranged of mean values were stated between 3.43 and 4.07, attests that tourists are satisfied with the variables that can influence cultural strategies of tourism marketing. Notwithstanding, 37.8% of tourists were not so pleased with the fact 'Provide accurate information.' Tourism organizations might look into these least satisfied variables to be more prolific.

Political Factors: Most of the respondents were satisfied with the statements, such as conscious about present political status, destination free from political imbalance, strictly implementing tourism policies, etc. Table A4 illustrates that all variables had a mean score of more than three, meaning tourists are satisfied with statements related to political strategies. The mean values ranged between 3.18 and 3.97, which registered that tourists are satisfied with the variables influencing tourism marketing's political strategy to address competitiveness. Worth mentioning, 'Political stability attract more foreign tourists'; with a mean of 3.97, a strong indicator of how political stability affects tourism.

Psychological Factors: Vacationists are satisfied with all the variables that can influence on political strategies of tourism marketing, with the mean values ranging between 3.42 and 4.12. The attractive environment and picturesque scenario had a mean score of more than four, indicating that tourists are strongly satisfied with these two variables. Moreover, variables such as attractive hospitality of local people, modern infrastructure, and enjoyable atmosphere had higher mean scores, unlike; various tourists' low traveling risk with any vehicle.

Environmental Factors: Table A6 revealed that all variables had a mean score of more than three, which means tourists are satisfied with all variables related to environmental strategies. That is confirmed by mean values limiting between 3.36 and 3.91. The standard deviation values were high, which indicates the dispersion in a normally spread distribution, which resembles the effects of all variables on the organization's recruitment and selection process. Despite tourist satisfaction, few variables had a mean score below three, like good air-water and sound quality, better privatization policies, and technologically developed destination places.

Overall satisfaction: Data analysis calculates that 39.3% of vacationists are very satisfied with their traveling experiences, followed by 54.8% are satisfied. The mean score of 3.51 symbolizes that tourists are satisfied with their traveling experiences instead of numerous obstacles.

Table-2: Satisfaction measurement

Variable	H.D	D	N	S	H.S	Mean	S.D
Satisfaction Level	0.7	4.44	38.5	54.8	1.48	3.51	.602

5.3 Reliability and Validity

The measurement instrument has to be reliable and valid to have unbiased measures of structural relationships. The reliability analysis for each construct was tested and produced a **Cronbach's alpha** of $0.896 > 0.7$, meaning all items used in the questionnaire were reliable (Nunnally, 1978).

Table-3: Results of Reliability and Validity

Key Factors (Constructs)	Sub- Factor s (Item)	Communalities	Factor Loadings	Mean	S.D	Cronbach's <i>a</i>
Price	PR 1	.733	.761	3.43	.875	
	PR 3	.686	.712	3.54	.877	
	PR 4	.609	.644	3.46	.868	
	PR 5	.688	.839	3.66	.837	
	PR 6	.730	.638	3.34	1.091	
Cultural	C 1	.663	.821	3.73	.723	
	C 2	.726	.752	3.56	.747	
	C 4	.796	.760	3.56	.995	
	C 5	.697	.631	3.76	.813	
Political	PO 1	.644	.878	3.30	.888	
	PO 2	.728	.750	3.53	.958	
	PO 3	.446	.733	3.75	.980	
Psychological	PS 1	.668	.729	3.39	.863	.896
	PS 2	.684	.754	3.64	.994	
	PS 3	.687	.725	3.46	.868	
	PS 4	.712	.695	3.84	.667	
	PS 5	.572	.724	3.67	.790	

	E 1	.772	.858	3.68	.717	
Environmental	E 2	.712	.772	3.44	1.173	
	E 3	.779	.917	3.63	.863	

Source: SPSS output by analyzing primary data

Afterward, the factor analysis was conducted to measure the construct validity. The study applied **Principle Component Analysis** with **Varimax** rotation to lessen the number of variables with extreme loadings on a factor.

5.4 Factor Analysis

Factor analysis of all sub-factors: Exploratory factor analysis has been done to reduce the number of factors in the descriptive study. The analysis was performed in SPSS with Varimax rotation on tourist responses for the variables of the sub-factors. From examining the results of total variance and communalities (Table 4), we can identify those four sub-factors that have had more influence on tourism marketing. These sub-factors are values and expectations, ability to pay, environment, and technology. These four sub-factors can be explained by a 66.550% variance of the data and Eigenvalues more than 1. The following table shows the ranking among these four sub-factors.

Table-4: Most influential strategic factors based on factor analysis

Rank	Sub-factor	Factor	Communalities	Eigen Values	Cumulative % of variance
1	Value & Expectations	Cultural	.796	10.656	46.331
2	Technology	Environmental	.779	2.411	56.813
3	Environment		.776	1.207	62.060
4	Ability to pay	Pricing	.733	1.033	66.550

Furthermore, it is clear that culture had a more significant impact than pricing and environmental factors on tourist's perception toward tourism marketing (Table A7).

Factor Analysis of the Pricing factors: From four previously mentioned influential sub-factors, the ability to pay was related to pricing strategies. The following (Table 5) represents the sub-factors of pricing strategies only. Among these six sub-factors, the ability to pay is the most significant, with a 55.268% variance.

Table-5: Factor analysis for pricing sub-factors

Factor	Sub-factors	Communalities	Factor Loading	Cumulative % of Variance
Price	PR 1 (Ability to pay)	.620	.787	55.268
	PR 5 (Entry Barrier)	.612	.782	
	PR4 (Competition)	.549	.741	
	PR 2 (Brand Value)	.542	.736	
	PR 3 (Distinction)	.524	.724	
	PR 6 (Demand/Supply)	.469	.685	

Factor Analysis of the Cultural factors: The analysis of cultural sub-factors produced an incredible result. Values and expectations seized the highest rank by 44.506% variance of the data from all the sub-factors of culture (Table 6). Besides, local communities were the second most leading sub-factor from this section. It eventually supported culture to become the most influential factor with 46.331% variance (Table 4). Destination marketers should look into these sub-factors as a protagonist of successful marketing.

Table-6: Factor analysis for cultural sub-factors

Factor	Sub-factors	Communalities	Factor Loading	Cumulative % of Variance
Cultural	C 4 (Values & Expectations)	.741	.860	42.506
	C 1 (Local Communities)	.720	.823	72.221
	C 2 (Cultural heritage)	.768	.759	
	C 3 (Ethnic core)	.745	.752	
	C 5 (Hospitality)	.741	.631	

Factor Analysis of the Political factors: Table 7 depicts the sub-factors of political strategies: political system, governmental role, and political stability. Among these three sub-factors, political system is the most significant, which can be explained by 67.715% variance.

Table-7: Factor analysis for political sub-factors

Factor	Sub-factors	Communalities	Factor Loading	Cumulative % of Variance
Political	PO 1 (Political System)	.771	.878	67.715
	PO 2	.722	.850	

	(Governmental Role)			
	PO 3 (Political stability)	.538	.733	

Factor Analysis of the Psychological factors: The following Table 8 represents five sub-factors of psychology. Among these five sub-factors, travel risk is the most significant, reading a 55.391% variance of the data. Thus, it is clear that travel risk impacted tourism marketing most, followed by perceived service quality, loyalty, motivations, destination image.

Table-8: Factor analysis for psychological sub-factors

Factor	Sub-factors	Communalities	Factor Loading	Cumulative % of Variance
Psychological	PS 1 (Travel Risk)	.623	.789	55.391
	PS 3 (Perceived Service Quality)	.570	.755	
	PS 2 (Loyalty)	.568	.754	
	PS 5 (Motivations)	.525	.724	
	PS 4 (Destination Image)	.483	.695	

Factor Analysis of the Environmental factors: Similar to cultural sub-factor analysis, environment-related issues also have a vital role to play in tourist perception.

Table 9 represents the sub-factors of environmental strategies where technology and environment are the most significant with an incredible 81.428% variance. As discussed earlier (Table 4), technology and environment are the second and third most prominent sub-factor overall. Table 4 also reveals that, overall; the environment alone had two crucial sub-factors out of the top four.

Table-9: Factor analysis for environmental sub-factors

Factor	Sub-factors	Communalities	Factor Loading	Cumulative % of Variance
Environmental	E 3 (Technology)	.790	.947	55.189
	E 1 (Environment)	.838	.878	81.428
	E 4 (Skilled manpower)	.903	.775	
	E 2 (Privatization policies)	.726	.772	

5.5 Correlation Among Perceived Factors

Author examined the descriptive statistics and correlation matrix of all the constructs for the proposed research framework (Table-10).

Table-10: Summary of Mean, Standard Deviation and Correlations among Constructs

Constructs	Mean	S. D	Correlations				
			Price	Cultural	Political	Psychological	Environmental
Price	3.37	.708	1				
Cultural	3.67	.595	.640**	1			
Political	3.52	.807	.716**	.693**	1		
Psychological	3.59	.649	.674**	.803**	.709**	1	
Environmental	3.42	.736	.569**	.637**	.606**	.756**	1

** Correlation is significant at the 0.01 level (2-tailed)

Source: SPSS output by analyzing primary data

The estimates of correlations and their standard deviations showed that the measures are different from each other, based on empiric results. A positive correlation between all of the research variables was noticed from the correlation matrix. Furthermore, with a value of 0.01, the study outlined that all of the variables are significant.

5. Analysis and Findings

5.1 Profile of Respondents

Sample respondent has been chosen irrespective of their gender, age, religion, income, job tenure level, etc. The demographic profile (gender, age, job tenure) of each respondent with frequency has been shown in the next page:

Table 2: Profile of the Respondents

Variable	Category	Frequency	Percentage
Gender	Male	75	71.4
	Female	30	28.6
Age	20 - 30	16	15.2
	31 - 40	59	56.2
	41- 50	22	21.0
	51 or Above	8	7.6
Job tenure	Less than 1 Year	1	1.0
	1 year – 3 Years	6	5.7
	3 Years – 5 Years	30	28.6
	5 Years – More	68	64.8

Source: Questionnaire Survey, 2021

5.2 Extent of Availability of Factors That Cause Job Satisfaction

Do the Private Commercial Banks (PCBs) of Bangladesh provide all the benefits well enough to make their employees satisfied? Depending on previous literatures, we have selected few factors to determine the level of employee satisfaction in PCBs of Bangladesh. At first, we want to see the level of existence of those factors as per the respondents. To do so, a descriptive analysis has been conducted. All the job satisfaction factors were put into the questionnaire with a five-level Likert Scale where the score 1.0

denoted weak evidence of the existence and score 5.0 represents quite the opposite, very strong evidence.

Table 3: Perception about existence of factors of job satisfaction

Descriptive Statistics

	Mean	Std. Deviation	N
Reward and Recognition	4.0286	.68930	105
Working Conditions	3.44790	.994666	105
Empowerment and Participation	2.0661	.88971	105
Training and Development	3.6382	1.03081	105
Work Life Balance	3.7143	.98756	105
Job Satisfaction	3.4765	1.03786	105
Job Loyalty	4.3095	.83315	105

Source: Questionnaire Survey, 2021

The mean score of all the factors demonstrates the intensity of each factor's presence in PCBs of Bangladesh. The mean score of all the factors is more than 3.0, except Empowerment and Participation. The mean score for reward and recognition is 4.0286 with a relatively small level of deviation (.68930), indicates that employees are delighted with their status quo of rewards. Similarly, in the case of working conditions, the mean score (3.44790) represents a moderate level of good working conditions available in the banks. As the mean score of empowerment and participation is not up to the mark that is 2.0661, it can be said that the employees of PCBs of Bangladesh are not adequately empowered, and they do not have the opportunity to participate in significant decisions makings. Besides, training and development factors and work-life balance represent a moderate level of agreement of employees about the availability of those as their mean score is 3.6382 and 3.7143 consecutively. Finally, job satisfaction shows a mean score of 3.4765, which indicates employees of PCBs of Bangladesh are moderately satisfied with their job. The satisfaction to the job that might cause Job Loyalty shows a high mean score of 4.3095 with a moderate level of SD of .83315 which means the employees are loyal enough to their job.

5.3 Correlation Analysis

The correlation analysis has been conducted to determine the relationship between each factor of job satisfaction (independent variables) and the job satisfaction (dependent variable) itself. Table 5 shows that the elements used to measure employees' job satisfaction are significantly correlated to the outcome indicator job satisfaction.

If the explanatory variables are similar to one another, that might create a multicollinearity error that eventually causes difficulty distinguishing each variable's effect. Job satisfaction factors are free from that error as there is no correlation among the factors above 0.7 except between Training and Development & Work-Life Balance ($r=.985$), which is insignificant in the current context.

Table 4:Correlation Matrix of job satisfaction & its factors

Variables	Reward and Recognition	Working Conditions	Empowerment and Participation	Training and Development	Work Life Balance
Reward and Recognition	1				
Working Conditions	.611**	1			
Empowerment and Participation	-.160	-.155	1		
Training and Development	.473**	.519**	-.141	1	
Work Life Balance	.465**	.628**	-.100	.985	1
Job Satisfaction	.171*	.274**	.167*	.271**	.278**

**. Correlation is significant at the 0.01 level (1-tailed).

Source: Questionnaire Survey, 2021

Here, Reward and Recognition is positively correlated with Working Conditions ($r=.611$), Training and Development ($r=.473$), and Work-Life Balance ($r=.465$), and all represent a significant correlation. In contrast, Reward and Recognition are negatively correlated with Empowerment and Participation ($r=-.160$), but that relationship is insignificant as well. Similarly, Working Condition is also insignificantly negatively correlated with Empowerment and Participation ($r=-.155$). However, the other factors, Training and Development and Work-Life Balance are positively associated with Working Conditions as the values are .599 and .628 consecutively. The correlations of Empowerment and Participation with Training and Development and Work-Life Balance are insignificant and negative, with a score of -.141 and -.100, respectively.

At the end of the table, it indicates that the outcome variable, Job Satisfaction, is positively correlated with all the factors, Reward and Recognition (.171), Working Conditions (.274), Empowerment and Participation (.167), Training and Development (.271) and Work-Life Balance (.278). All the factors except Empowerment and Participation have a significance level of 0.01.

Another correlation table (Table 6) shows a correlation between the Job Satisfaction and Job Loyalty of employees of PCBs of Bangladesh. The correlation is significant at 0.01 level. The correlation score is .677, which moderately strong positive correlations between job satisfaction and employee job loyalty.

Table 5: Correlation Matrix of Job Satisfaction & Job Loyalty

Variables	Job Satisfaction	Job Loyalty
Job Satisfaction	1	
Job Loyalty	.677**	1

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Source: Questionnaire Survey, 2021

5.4 Regression Analysis and Hypotheses Testing

The regression analysis has been conducted to estimate the relationship between the dependent variable and some independent variables. In the first regression model, we have considered Job Satisfaction as the dependent variable. Reward and Recognition, Working Conditions, Empowerment and Participation, Training and Development, and Work-Life Balance were considered independent variables.

Table 6: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.744 ^a	.553	.522	.700
a. Predictors: (Constant), Work Life Balance, Empowerment and Participation, Reward and Recognition, Working Conditions, Training and Development				

Source: Questionnaire Survey, 2021

In this analysis, the $R^2 = .553$ and the Adjusted $R^2 = .522$ indicate the dependent variable's proportion that independent variables can explain. To be specific, Reward and Recognition, Working Conditions, Empowerment and Participation, Training and Development, and Work-Life Balance, all the independent variables combinedly measure 52.2% job satisfaction of employees. That means a handful of other factors can play a significant role in determining employees' job satisfaction in PCBs of Bangladesh.

Table 7: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	61.835	5	12.367	24.489	.000 ^b
Residual	49.983	99	0.505		
Total	111.818	104			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Life Balance, Empowerment and Participation, Reward

and Recognition, Working Conditions, Training and Development

Source: Questionnaire Survey, 2021

However, Table-8 denotes that the overall regression model is significant. As the $F(5, 99) = 24.489$, $p < .001$ is greater than the critical value for F , that is, $F(5, 99) = 2.306$, and the p -value is less than the alpha level $p < .05$. The analyzed data proved that the explanatory variables Reward and Recognition, Working Conditions, Empowerment and Participation, Training and Development, and Work-Life Balance significantly predict the dependent variable Job Satisfaction.

Table 8: Coefficients

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	1.055	.315		3.353	.001
	Reward and Recognition	.431	.117	.424	3.677	.000
	Working Conditions	.376	.067	.439	5.574	.000
	Empowerment and Participation	.012	.102	.011	.119	.906
	Training and Development	-.029	.046	-.061	-.625	.533
	Work Life Balance	.365	.120	.371	3.039	.003
a. Dependent Variable: Job Satisfaction						

Source: Questionnaire Survey, 2021

The coefficient table indicates the intensity of increase or decrease in the dependent variable due to the independent variables' changes. Here in Table 9, the t -statistic for Reward and Recognition is 3.677, which is more extreme in the direction of the alternative than the critical value that is $t(5, 99) = 1.66$, along with that, the

corresponding significance is also less than the p-value, ($p= 0.000 < p=0.05$). Therefore, with a positive value of the beta coefficient for Reward and Recognition ($b = .431$), the first alternative hypothesis (**H1**) proved a positive relationship between Reward and Recognition and Job Satisfaction.

The *t-statistic* for Working Condition is also extreme than the critical value, that is $t (5, 99) = 5.574 > \text{tabular value of } t (5, 99) = 1.66$ and the significance level is ($p= 0.000 < p=0.05$). So, the second alternative hypothesis (**H2**) is also accepted, and there is a positive relationship between Working Conditions and Job Satisfaction as the beta coefficient value is also positive ($b = .376$). However, for Empowerment and Participation, the calculated value of $t (5, 99) = .119 < \text{critical value of } t (5, 99) = 1.66$, and ($p= 0.906 > p=0.05$). Therefore, this study cannot support the third hypothesis (**H3**); nor accepted the alternative hypothesis.

Furthermore, in case of Training and Development the test statistic “ $t (5, 99) = -.625$ ” is not that much extreme as critical value “ $t (5, 99) = 1.66$ ” and also insignificant ($p= 0.533 > p=0.05$). It demonstrates that there is no significant impact of Training and Development over Job Satisfaction. Instead, it shows a negative relationship between themselves and why the alternative hypothesis (**H4**) is rejected. Finally, in case of Work-Life Balance, the calculated value of $t (5, 99) = 3.039 > \text{critical value of } t (5, 99) = 1.66$, and ($p= 0.03 < p=0.05$). So, there is a positive (as beta coefficient is .365) and a significant relationship between Work-Life Balance and Job Satisfaction and that's why the fifth alternative hypothesis (**H5**) is accepted.

Another regression analysis has been conducted to measure whether there is any relationship between Job Satisfaction and employee Job Loyalty.

Table 9: Coefficients Table, Model Summary and ANOVA

Coefficients^a

Model	Unstandardized Coefficients		Beta	t	Sig.
	B	Std. Error			
1 (Constant)	2.912	.396		7.352	.000
Job	.404	.083	.439	4.843	.000

Satisfaction					
R	R Square	Adjusted R Square	F	Sig.	df
.439 ^a	.193	.185	23.455	.000 ^a	5, 99

a. Dependent Variable: Job Loyalty

Source: Questionnaire Survey, 2021

From the above analysis (Table 10), it is clear that Job Satisfaction can explain only 18.5% of the Job Loyalty of employees in the PCBs of Bangladesh. The calculated value of $t (5, 99) = 4.843 > \text{critical value of } t (5, 99) = 1.66$, and $(p= 0.000) < (p=0.05)$, indicates that the last hypothesis (**H6**) is proved. That means Job Satisfaction has a significantly positive (as beta coefficient .404) relationship with employee Job loyalty.

6. Discussion and Organizational Implications

This empirical study tends to measure the factors that can cause employee satisfaction and the impact of that job satisfaction over employee job loyalty in PCBs of Bangladesh. The satisfaction continuum depends on five elements, which are Reward and Recognition, Working Conditions, Empowerment and Participation, Training and Development, and Work-Life Balance. There has been no single study in Bangladesh directly related to job satisfaction and its impact on job loyalty in PCBs, but only one study was related to employee satisfaction and morale of employees in commercial banks of Bangladesh (Islam, Mohajan, & Datta, 2012). Therefore, the primary purpose was to determine whether the factors that have been chosen to measure job satisfaction are fruitful enough or not and their impact on employee job loyalty. In this research, Reward and Recognition tends to positively impact job satisfaction, which is the opposite of the outcome of the study conducted by Terera and Ngirande (2014) on nurses of South Africa. Commercial banks' authority should ensure a proper reward policy and remove even the slightest imbalance in salary structure. As employees love to recognize any achievement in the organization, the banks should be aware of this fact as well.

The job satisfaction of employees also dependent to some extent on the availability of good working conditions. The PCBs should focus on having a more flexible and efficient layout of arrangements. The allocation of works needs to be in a designed framework that supports a moveable and adjustable workspace. The safety measures should be in place in case of emergency, and the movement passage needs to be distinguished and block-free.

The employees of PCBs in Bangladesh are not adequately empowered as they do not get the opportunity to participate in decision-making, which negatively affects the continuum of employee job satisfaction. The banks have to ensure empowering their workforce to satisfy them in the organization. Several handfuls of research confirm that factor is a dominant one, such as the work of Snipes et al. (2005) and Chao et al. (1994). If the employees can have their legitimate authority to make their own decisions in favor of the organizational success, their satisfaction level would be high. Eventually, that can ensure employee loyalty towards the organization.

Training and Development programs frequently get organized by the PCBs of Bangladesh. But this is not efficient enough for the development of employees' careers. Training can ensure minor errors in production, and the productivity of employees usually gets increased if the training is relevant and effective. The banks need to organize training so that the organizational purpose can get served along with employees' individual development that helps them smooth their career progression. Work-life balance becomes the most significant factor in the banking industry of Bangladesh. If the employees can get time for their family arrangements after finishing the workload, the satisfaction level automatically gets increased. As per our analysis, banks are working hard and ensuring work-life balance to some extent. Alongside the current status quo, the banks should design their leave policy in a more employee-centric way and provide employees the time for their engagements.

In a nutshell, this research's overall findings suggest that the Reward and Recognition, Working Conditions, and Work-Life Balance significantly impact employees' job satisfaction. On the contrary, the 'Empowerment and Participation' and 'Training and Development' currently do not substantially impact employee job satisfaction, which is opposite to the outcome of several previous studies related to job satisfaction, such as Turkyilmaz et al. (2011).

7. Conclusion

Numerous factors have been identified to enhance employees' satisfaction and eventually affect employee job loyalty in PCBs of Bangladesh. However, due to the fear of information leakage and considering the job market's current situation due to COVID-19, employees were reluctant to give accurate information about their grief towards the job. Alongside the busy schedule of employees of commercial bank, the number of respondents were not up to the mark as well. A general perception of employees was like answering the questions would not cause any positive outcome in real. Participating in this research could not benefit their work-life as many other researchers conducted many

studies without impacting their lives. Moreover, due to that perception, the respondent could not be selected randomly; instead, it was done based on convenience.

However, despite these above limitations, the findings of this study suggest a positive linear relationship between job satisfaction and employees' loyalty. There are a number of factors as well that directly affecting the satisfaction of employees in the organization. This study offers a holistic approach to the view of employee behavior in the organization. To ensure employee loyalty by ensuring satisfaction, significant factors needed to be present such as worthy reward, good working conditions, and proper work-life balance. As this research is completely based on samples from PCBs of Bangladesh only, and the sample size was small, it leaves room for further study on this topic in several other industries in other countries as well.

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