

## JOB-RELATED FACTORS AND SATISFACTION OF BANK EMPLOYEES ON DIGITAL BANKING SYSTEM IN BANGLADESH

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**Abstract:** Globally, advancement in the ICT sector has brought tremendous development in banking organisations. In Bangladesh, digitalisation motivates many banks to announce inventive services for clients such as POST/ATM service, tele-banking mobile banking, and net banking, that make banking jobs more attractive, and challenging. This research aims to identify significant job-related factors that affect job satisfaction among bank personnel in Bangladesh. A survey questionnaire adopted from the instrument that is developed by the University of Minnesota, MSQ is used in determining the levels of satisfaction. Primary data was gathered from 414 bank employees who work at four Bangladeshi public commercial banks, and four private commercial banks. Statistical techniques including reliability tests, exploratory factor analysis, and confirmatory factor analysis are utilised to analyse the data. It is found that motivators and hygiene factors are the most significant factors that contribute to job satisfaction among bank employees. The study also suggests that there is a positive relationship among motivators, hygiene factors, and other job-related factors with the satisfaction of employees.

**Keywords:** Information and communication technology, Job satisfaction, Bank employees, Human resource, Banking sector

### 1. Introduction

Success in goal achievement of any organisation depends on the effective and efficient use of human resources, while committed and satisfied employees can lead to the successful accomplishment of organisational goals. On what hand, employees perform jobs for satisfaction (Matzler et al., 2004; Chi and Gursoy, 2009; Kwon and Remøy, 2019), and they desire the right compensation, good work environment, job security and other job-related benefits in return for their contribution to the organisation. Organisation, on the other hand, seeks expected performance, sincerity, and commitment from employees, while the interests of both parties can be served if employees feel satisfied with their professions. Henne and Locke (1985) stated that occupation satisfaction is an enjoyable and optimistic expressive state that can translate into significant evaluation of one's profession. Bangladesh's banking industry is an important service sector that contributes meaningfully to the domestic economy, and it is categorised in four main groups comprising state-owned banks, private banks, specialised banks, and foreign banks.

Presently, banks and other economic organisations are providing facilities in the form of information and technology/digital form, hence online banking is an inevitable practice at

present. The Bangladesh Bank report reveals that 87% of bank branches in Bangladesh are practicing online-assisted banking and 8% are partly online-assisted. It can be concluded that 95% of branches in Bangladesh have familiarised themselves with online banking. In this emergent economy, 166 million people have already reached 94% of mobile financial services accounting for the majority of digital payments (Rashid, 2020). Steady and satisfactory economic growth has brought a dramatic positive change in services and manufacturing sectors and formed employment prospects, growths in per-head income and fluctuations in standard of living consumption. Advancement in the Information and Communication Technology (ICT) sector has brought tremendous development in banking organisations throughout the world. Digitalisation motivated most banks in this country to announce inventive services for clients such as Point of Sale, Automated Teller Machines, telebanking, mobile banking, net banking, anywhere and round-the-clock banking services etc.

The digital banking system made banking jobs more attractive as well as challenging. The evolving digital banking environment, already, reshaped the factors required for employee job satisfaction (Baljinder et al., 2021). Therefore, it is crucial to recognise that the adoption of digital systems may also provide challenges including the requirement for retraining, apparent resistance to change, and issues about job satisfaction. However, it is necessary to deal with these issues and assure a seamless transfer that promotes satisfaction among employees (Usman et al., 2020). Nonetheless, in Bangladesh's digitalised banking sector, efforts made to investigate how job-related attributes affect employee satisfaction are uncommon. Therefore, the current study attempts to close this gap by examining the degree of satisfaction and the predominant factors that influence job satisfaction of Bangladeshi banking industry employees. Hence, the objectives of the study are as follows; i) to determine the satisfaction level of employees in their jobs, ii) to identify the important factors for bank employees' job satisfaction, and iii) to examine the significant relationship between motivators, hygiene factors and other job-related factors.

## 2. Literature Review

Advancement in the ICT sector has brought tremendous development in banking organisations throughout the world. The digital banking system made banking jobs more attractive as well as challenging. Using the structural equation model (SEM), Na-Nan and Pukkeeree (2013) reveal that demographic factors have a subsidiary upshot on work adjustment to job satisfaction. Dongjin and Chaoyang (2015) conducted exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) in their study and examined the association between organisational motivation and outcome variables. Devaraj et al. (2019) conducted a principal component factor analysis and detected the minimum number of factors that can lead to the correlation between a given set of variables. Abraham et al. (2019) verified the model's satisfactory fitting keys comprising the goodness of fit index (GFI), Comparative Fit Index (CFI), Adjusted goodness-of-fit (AGFI), Non-normed fit index (NNFI) and Root Mean Square Error of Approximation (RMSEA).

Qureshi et al. (2019) observed the affective, normative and continuous organisational commitment influence in forecasting people's job satisfaction. Uddin and Kabir (2015) designated that gender variances in five facets of a job play an important role in persuading

one's insight into work satisfaction. Mia (2017) concluded that the employees of the government bankers are satisfied with their jobs. The research reveals that different factors are exercised by the bank to satisfy the employees' needs but do not give equal satisfaction to employees. Most of the employees are satisfied with the initiatives on job security, working conditions, and logistical support of the bank. Ali and Anwar (2021) recommended that companies must ensure that their employees are satisfied in terms of motivation, rewards, incentives, recognition, communication, and relationships, since these are the prerequisites for boosting productivity, responsiveness, quality, and recognition service. Moreover, Dhamija et al. (2019) explain the quality of life constructs as a measure of job satisfaction. Ali (2019) reported that job satisfaction depends on some job-related factors in a comparative study between private and state-owned banks in Bangladesh.

Rahman et al. (2017) conducted socio-demographic factors which include age, marital status, designation, salary, working environment and service period to imply that interclass differences in satisfaction levels among employees exist. According to Eliyana and Ma'arif (2019), transformational leadership has a direct and considerable impact on work satisfaction and organisational commitment. Kumar (2016) focuses on important job-related factors and their influences on occupation satisfaction. Islam et al. (2019) state that many instructors are pleased with their jobs and they put more importance on active service, study leave, provident fund and pension policy, and freedom to express their ideas. However, Chin (2018) investigates the nature of work, career development opportunities, supervision, salary, and employee turnover intentions influence job satisfaction. Kumar and Rokonuzzaman (2014) report that compensation is the main reason for teachers' job dissatisfaction. Senanayake and Gamage (2017) state that employees' intrinsic motives are created within the cognitive factors and it is not tangible, yet it has an actual influence on motivation.

Perera and Kajendra (2016) highlighted that personnel are displeased with payments, supervision, promotions, respect and responsibility, training, and meaningful work. With the emergence of Herzberg's motivator-hygiene theory, the research about job happiness has attracted more attention. This approach emphasises the importance of labour as a primary source of job satisfaction (Herzberg et al., 1950; Herzberg, 1966). According to Herzberg (1966), Job satisfaction has two dimensions: intrinsic and extrinsic aspects. Extrinsic factors consist of hygiene, dissatisfiers, or maintenance factors, while intrinsic factors are known as motivators or satisfiers. Achievement, recognition, work itself, responsibility, and advancement are all motivators that relate to employment content (work itself). Hygienes are related to the workplace context (work environment) and include things such as company policy and administration, supervision, salary, interpersonal connections, and working conditions, among others (Kumar & Hossain, 2017). When motivators are present, they are linked to job satisfaction, but not to job unhappiness. When hygiene is absent, it is linked to job discontent, but not when it is present (Kumar, 2015).

### 3. Development of Hypothesis

Herzberg's Two-Factor Theory which revolves around examining motivation and hygiene issues underpins the understanding of job and workplace satisfaction and motivation. According to Herzberg, the existence of motivator elements that enhance work and foster a

sense of accomplishment and personal development leads to genuine motivation. Conversely, the lack or inadequacy of hygienic aspects might result in employee unhappiness; their presence can serve to avoid dissatisfaction without necessarily inspiring workers. Therefore, the motivation and hygiene factors are complementary to each other for job satisfaction. Rajkumar and Prabakar (2016) reveal that motivation and hygiene factors have a substantial positive relationship. They further stated that both motivation and hygiene factors affect the organisational citizenship behaviour among the employees. Moreover, the motivation factors influence the organisational hygiene factors for job satisfaction in bank employees of the southern United States region (Ward, 2019). Therefore, H1 is hypothesised as follows:

H1: Motivators and hygiene factors have a positive relationship.

Motivation factors such as job responsibilities, achievement, recognition, advancements, and growth influence employee morals, social responsibilities, and creativity of employees. The impact of these elements on employee organisational commitment and work satisfaction is significant (Suhartanto et al., 2020). Carter et al. (2018) revealed that job responsibilities and engagements have a positive association with employee creativity and independence in the workplace. According to Haroon ur Rashid et al. (2018), organisational and employee achievement and advancement foster commitment towards social engagement. Employees' job responsibility promotes capabilities and independence in the workplace (Kheirkhah et al., 2018). Therefore, H2 is hypothesised as follows;

H2: Motivators and other job-related factors have a positive relationship.

The importance of hygiene factors in working conditions influences employee creativity (Yang et al., 2020). Abdelmoteleb et al. (2018) reveal that organisational human resources policies and practices affect the employees' creativity and performance. Organisational working environment and human resources policies and practices promote employee moral values, independence and creativity (Miao and Cao, 2019). Employees' social status, co-workers' relationships, and compensation packages help enhance employees' social commitment and responsibilities (Won-Moon et al., 2018). Youying et al. (2021) investigated employee job security and job satisfaction and found a positive association among them. Therefore, H3 is hypothesised as follows:

H3: There is a positive relationship between hygiene and other job-related factors.

Besides the Herzberg intrinsic and extrinsic factors, some other factors can affect employees' level of job satisfaction. Organisations social commitment which is frequently associated with a sense of social obligation may have a big effect on how satisfied employees are with their jobs (Luz et al., 2018). Employee perception of an organisation that is socially conscious is frequently favourable. This dedication may take many different forms, including moral corporate conduct, ecologically friendly projects, community service, and advocacy for social concerns. Employee pride and contentment in belonging to a company that supports social and environmental concerns might increase when they identify themselves with the company (Ahmad, 2018). Moreover, an organisational culture that values independence,

innovation, and participation in decision-making elevates the degree of work satisfaction among employees. Thus, H4 is hypothesised as follows;

H4: Other job-related factors influence job satisfaction positively.

Hygiene factors are related to the work environment and situations, even though they are not directly related to the job itself. The hygiene factors include among others compensation, working conditions, business policies, interpersonal relationships, and job security. According to Alam (2021), elements related to hygiene affect job satisfaction. Herzberg states that while employees may experience dissatisfaction when hygiene elements are inadequate, enhancing these aspects usually results in improved levels of motivation or job satisfaction (Thant and Chang, 2021). Monu and Abhigyan (2020) reveal that job satisfaction has been demonstrated to be favourably and significantly correlated with hygiene aspects. According to Herzberg's Two-Factor Theory, organisations need to concentrate on the availability of motivators in addition to enhancing hygienic elements to encourage and please employees. Therefore, H5 is hypothesised as follows;

H5: Hygiene factors have a positive impact on job satisfaction

Motivators are inherent like the work and have a beneficial impact on motivation and job satisfaction. Motivators have a direct influence on employee satisfaction by addressing human deeper needs and giving them a sense of fulfilment and satisfaction (Sobaih and Hasanein, 2020). According to Herzberg, the existence of motivators, which foster feelings of happiness and a general sense of well-being in the workplace, has a major impact on job satisfaction. Organisation need to focus on introducing motivators into the workplace to improve job satisfaction. This entails assigning difficult assignments, honouring workers' accomplishments, and presenting chances for development and promotion (Hoque et al., 2021). According to Ahmed et al. (2010), there is a strong correlation between intrinsic motivating elements, and job satisfaction among employees. Giese and Avoseh (2018) demonstrate that several motivational elements, such as achievement, responsibility, the work itself, recognition, growth and development, and a sense of accomplishment, were significantly correlated with overall job satisfaction. Hence, H6 is hypothesised as follows;

H6: Job satisfaction is positively influenced by motivators.

Figure 1 presents the conceptual framework of the present study.

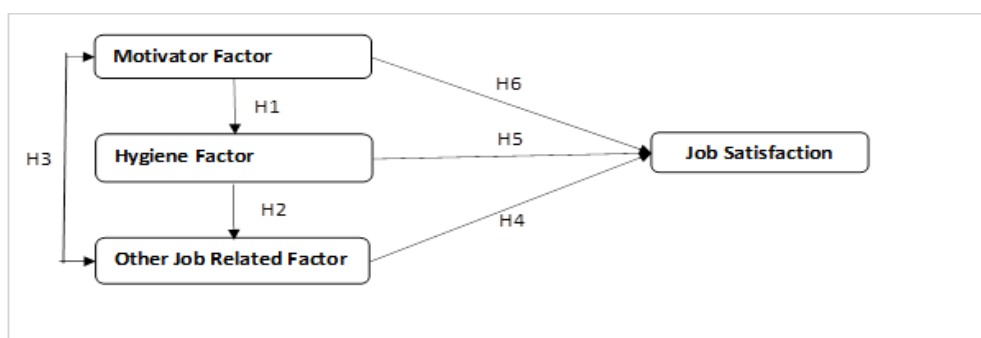


Figure 1. Conceptual Framework of Job-related Factors and Job Satisfaction

#### 4. Methodology

This study incorporates a quantitative research approach. A well-structured questionnaire which is developed by the University of Minnesota (The Minnesota Satisfaction Questionnaire long) is used to measure the banker's satisfaction. The primary data were gathered from 414 bank employees who work at four public banks and four private banks in Bangladesh. The sample banks are Sonali Bank Limited, Agrani Bank Limited, Janata Bank Limited and Rupali Bank Limited which represent the public sector banks, while National Bank Limited, Pubali Bank Limited, United Commercial Bank Limited and Dutch Bangla Bank Limited represent the private sector banks. Simple random sampling is used for gathering the data and the Fisher formula is used in defining the minimum sample size (Fisher et al., 1991). Statistical Package for Social Science (SPSS) software version-26 which was established by Nie et al. (1975), and Structural Equation Modeling (SEM) analysis using AMOS 26 are utilised to estimate the measurement and structural model for quality and fit.

Other statistical analyses including reliability analysis, factor analysis, confirmatory factor analysis, and regression analysis are conducted to test the hypothesis of the study. The variables that are included in the research instrument consist of the combination of Herzberg's motivators, hygiene factors, and other job-related factors. The whole independent variables comprise the followings: achievement, activity, advancement, ability utilisation, authority, company policy and practices, salary, co-worker relations, creativity, independence, moral values, recognition, responsibility, job security, social service, social status, supervision-human relations, supervision-technical, and variety of work and working conditions are the independent variables, while the dependent variable is general job satisfaction.

#### 5. Data Analysis

##### 5.1 Sociodemographic

Table 1 shows the demography of the bank employees: 37.4%, belong to the age group of 25–30 years, while 36.7% of the employees belong to the age group of 31–35 years. It is also observed that a moderate number, 13.5%, of employees are aged 46 and above. The youngest participant was 25 years of age and the oldest was 59 years of age. Out of the 414 respondents in this study, 361 (87.2%) were male and 53 (or 12.8%) were female. As shown in the table-1, 52, or 12.6%, of the respondents were highly experienced (more than 21 years). 264 or 63.8% of respondents have 1–5 years of job experience, 61 or 14.7% have experience of 6–10 years, 23 or 5.6% have experience of 11–15 years, and 14 or 3.4% have experience of 16–20 years. It means that the majority of 269, or 65%, of respondents will work up to 8 hours per day, while 145, or 35%, will work for more than 9 hours. The majority of the bank employees, 357, or 86.2%, obtained Master's degrees or above, and 38, or 9.2%, have Bachelor's degrees. Very few bank employees, 19 or 4.6%, are undergraduates.



Table 1. Socio-Demographic Profiles of Respondents

Participants	Characteristics	N	%
Age	25 to 30 years	155	37.4
	31 to 35 years	152	36.7
	36 to 40 years	23	5.6
	41 to 45 years	28	6.8
	46 to above	56	13.5
Gender	Male	361	87.2
	Female	53	12.8
Experience	1 to 5 years	264	63.8
	6 to 10 years	61	14.7
	11 to 15 years	23	5.6
	16 to 20 years	14	3.4
	21 to above	52	12.6
Working Hours	1 to 8 hours	269	65.0
	9 hours to above	145	35.0
Education	Post graduate	357	86.2
	Graduate	38	9.2
	Undergraduate	19	4.6

### 5.2 Reliability Statistics

The reliability statistics displays that the Cronbach Alpha value is 0.943 with 21 items. The value is higher than the minimum acceptable level suggested by Nunnally (1978) implying that it is good for statistical analysis. The questionnaire is completed equally by a total of 414 employees from the public and private banks in Bangladesh.

### 5.3 Exploratory Factor Analysis

The number of factors extracted and total variance are identified. Items with low commonalities and correlations were deleted to improve the factor structure to get the matrix with a much clear loading to analyse the data, and the principal components matrix with varimax rotation was used. The result indicates that the KMO is 0.958, which is statistically significant ( $p$ -value: 0.001) as shown in Table 2 about Bartlett's Test of Sphericity. The result reveals that the data are adequate for factor analysis (Kaiser, 1974). Table 3 demonstrates the pattern mix for the full model while Table 4 shows factor loading for Cronbach's Alpha and composite reliability (CR).

Table 2. Test of KMO and Bartlett's

Value of KMO		0.958
Value of Bartlett's Test of Sphericity	Approx. Chi-Square	4716.118
	Degree of freedom	210
	Significant value	0.001

Table 3. Pattern matrix for the full model

Variables	Factor		
	Other job-related factor	Hygiene factor	Motivators
var26	0.697		
var22	0.648		
var18	0.648		
var17	0.753		
var16	0.771		
var27		0.658	
var25		0.676	
var24		0.709	
var23		0.686	
var21		0.455	
var15		0.594	
var14		0.610	
var13		0.698	
var20			0.700
var19			0.667
var12			0.755
var11			0.670
var10			0.703
var9			0.687
var8			0.705

Note: Extraction Method: Principles axis factoring. Rotation method. Promax with Kaiser normalization. Factor loading <0.40.

Table 4. Factor loading for Cronbach's Alpha and Composite Reliability

Factor	Item	Factor Loading	Cronbach Alpha (α)	Cronbach Alpha (α) Remarks	CR Value	Construct Validity
Motivators	var8	0.708	0.851	0.869 ≥ 0.8, Good	0.870	Valid Construct
	var9	0.693	0.848			
	var10	0.704	0.845			
	var11	0.675	0.853			
	var12	0.746	0.845			
	var19	0.671	0.859			
	var20	0.693	0.852			
Hygiene factors	var13	0.693	0.816	0.841 ≥ 0.8, Good	0.846	Valid Construct
	var14	0.624	0.825			
	var15	0.585	0.826			
	var21	0.452	0.843			
	var23	0.684	0.818			
	var24	0.698	0.814			
	var25	0.671	0.815			
var27	0.680	0.815				
Other Job-related factor	var16	0.769	0.768	0.825 ≥ 0.8, Good	0.692	Valid Construct
	var17	0.754	0.770			
	var18	0.643	0.811			
	var22	0.650	0.810			
	var26	0.701	0.793			



Figure 2 presents the model for the confirmatory factor analysis (Whelan et al.). From Figure 2 and Table 5, the Chi-square value is 3.383, which is statistically significant where the p-value is 0.01. Therefore, rejecting the null hypothesis, representing the item-to-item matrix is not a recognised matrix therefore, this data is suitable for factor analysis. The model discloses the value of Chi-square which is 3.659 with 101 degrees of freedom. The model value of RMSEA = 0.076, NFI = 0.905, GFI = 0.863, AGFI = 0.829, PGFI = 0.688, PNFI = 0.750, all values are suitable (Gefen et al., 2000; Hair et al., 2010; Kline, 2015).

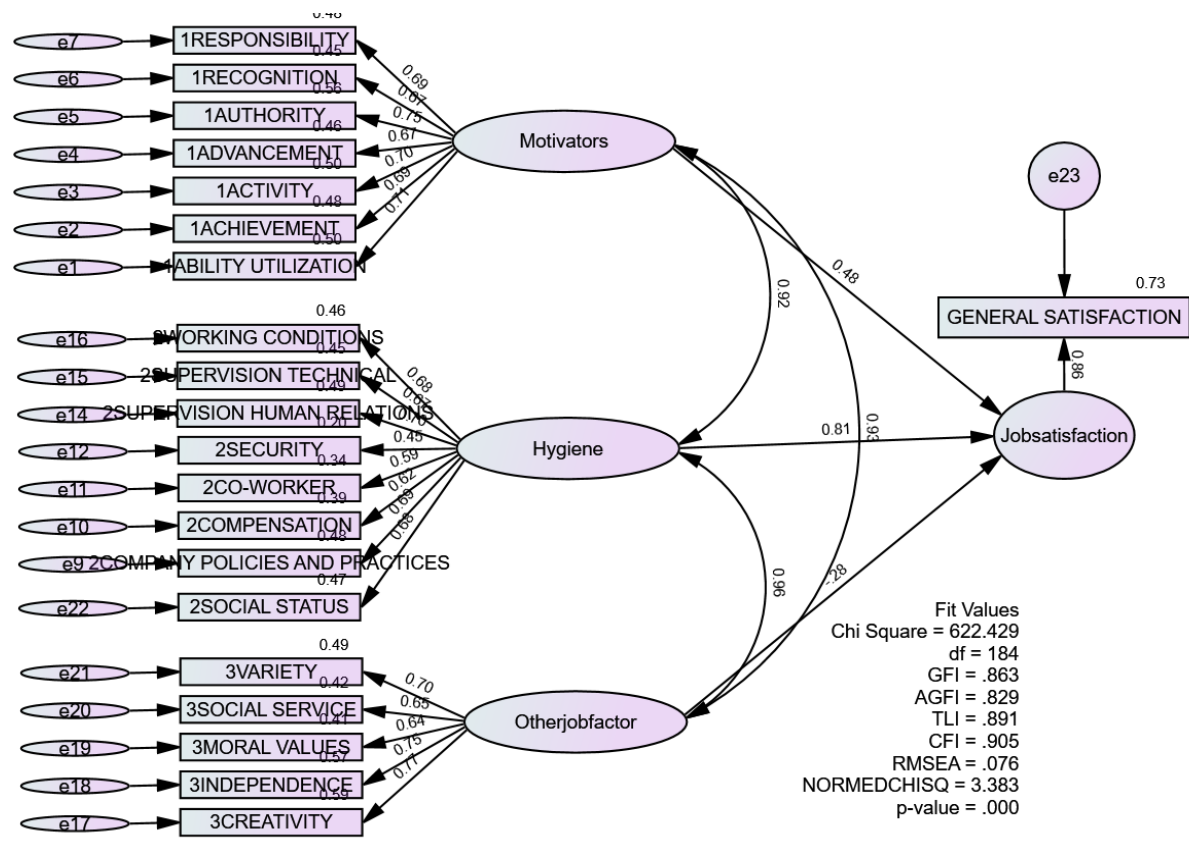


Figure 2. Confirmatory Factor Analysis Model (Whelan et al.)

Table 5. Index of Model Fit

Index of Model Fit	Recommended Value	Model Structure	Remarks (Model Fit)
Chi-Square / df	≤ 5.00	3.383	Accepted
RMSEA	≤0.08	0.076	Accepted
NFI	>0.90	0.905	Accepted
GFI	>0.80	0.863	Accepted
AGFI	>0.80	0.829	Accepted
PGFI	>0.50	0.688	Accepted
PNFI	>0.50	0.763	Accepted

Table 6 shows the result of the four-hypotheses built. All of the composite reliability (CR) values in Table 6 (range from 0.692 to 0.870) are higher than the required value of 0.70 (Gefen et al., 2000; Hair et al., 2010; Kline, 2015) showing that construct reliability is met

effectively. The structural equation modeling (SEM) analysis indicates that Motivators and hygiene factors have a positive relationship; hence H1 is accepted ( $\beta = 0.429$ ,  $p < 0.001$ ). Motivators and other job-related factors have a positive relationship; therefore, H2 is supported ( $\beta = 0.488$ ,  $p < 0.001$ ). There is a positive relationship between hygiene factors and other job-related factors; H3 is supported as ( $\beta = 0.510$ ,  $p < 0.001$ ). Hygiene factors have a positive impact on job satisfaction and; H5 is supported as ( $\beta = 0.868$ ,  $p < 0.01$ ). Job satisfaction is positively influenced by motivators; H6 is supported as ( $\beta = 0.522$ ,  $p < 0.008$ ). In contrast, other job-related factors do not influence job satisfaction positively; H4 is not supported by the p-value ( $\beta = -0.263$ ,  $p = 0.432$ ). At last, H1, H2, H3, H5 and H6 are supported but H4 is not supported.

Table 6. Structural path analysis result and testing hypothesis

Hypothesis	Dependent/Independent variables	Estimate Beta (path coefficient)	S.E.	C.R. (t - value)	P Value	Comment
H1	Motivators <--> Hygiene	0.429	0.045	9.490	*** 0.001	Accepted
H2	Motivators <--> Other Job-related factor	0.488	0.049	10.060	*** 0.001	Accepted
H3	Hygiene <--> Other Job-related factor	0.510	0.051	10.064	*** 0.001	Accepted
H4	Job Satisfaction <--> Other Job-related factor	-0.263	0.335	-0.785	0.432	Rejected
H5	Job Satisfaction <--> Hygiene	0.868	0.336	2.585	0.010	Accepted
H6	Job Satisfaction <--> Motivators	0.522	0.198	2.634	0.008	Accepted

Note: \* $p < 0.1$ , \*\* $p < 0.05$ , \*\*\*  $p < 0.01$ .

## 6. Discussion

In summary and in the context of Bangladesh, this study supports the applicability of Herzberg's two-element theory of motivation to bank employees of the digital banking system. As Herzberg contended, the present study states that feelings about the work, rather than settings and working circumstances, have a general impact on bank employees' job satisfaction. Based on the results of this study, the motivation factors comprising job responsibility, recognition, advancement, authority, achievement and ability utilisation of bank employees of the digital banking system in Bangladesh have substantial positive effects on job satisfaction. Employees in banking organisations are typically driven by the expectation of moving up to a higher-level job because these organisations tend to function under rigid hierarchies (Bhardwaj et al., 2021). By meeting employee's fundamental needs and fostering a sense of completion and satisfaction, motivator factors have a direct impact on satisfaction among bank employees in Bangladesh (Faroque et al., 2020; Shuvro et al., 2020).

According to Herzberg, a key factor influencing job satisfaction is the presence of motivators, which promote joy and a general sense of well-being at work. Organisations that wish to increase satisfaction with work should concentrate on implementing motivators in the workplace. The effects of motivation factors of this study support the outcome of the previous studies (Ferdus and Kabir, 2018; Sobaih and Hasanein, 2020; Hoque et al., 2021). The results are in line with the conclusion of the earlier studies that hygiene aspects significantly

boost bank workers' job happiness (Hasan et al., 2020; Monu and Abhigyan, 2020; Alam, 2021). Since bank workers are materialistic, their salary and other extrinsic amenities have a significant impact on how satisfied they are at work. The hygienic factors, which include working environment, security, relationships between co-workers, remuneration package, training and development, institutional policy and practices, etc., should be known to the financial institutions' management for job satisfaction of its employees. Furthermore, the results show that aspects related to the other job-related factors do not influence bank employees' satisfaction with their jobs.

However, the previous studies suggested that other elements associated with employment might be anything from community service to ecologically friendly initiatives, moral business conduct, and social concern campaigning. When employees connect with a firm that supports social and environmental problems, their sense of pride and happiness in that company may grow (Ahmed et al., 2010; Suhartanto et al., 2020). Overall, this study contributes to an understanding of how to inspire employees in real-world situations by confirming that Herzberg's Two-Factor Theory of Motivation can be broadly applied to bank employees of digital banking systems in Bangladesh. However, the extension (other job-related factors) of Herzberg's Two-Factor Theory is still negligible in the context of bank employees of digital banking systems in Bangladesh. More in-depth research has to be done to determine the reasons that employees are not motivated by other motivators. Since this study solely focuses on employees of digital financial systems, caution should be exercised when extrapolating its findings to all public employees.

## 7. Conclusion

The growing ICT sector provides support to all banks in Bangladesh to perform their daily activities in digital ways. Currently, it is very important to protect the reputation of the bank and create a motivated and satisfied workforce. According to the findings, the most important elements that contribute to job satisfaction among bank employees are motivators and hygiene factors. The study also reveals that motivators, hygienic factors, and other job-related factors have a positive relationship. The banking sector is one of the most important service sectors in Bangladesh and its employees, like all other sectors, are the key contributors to organisational success. Sustainable progress in these sectors would be possible with competent, committed and satisfied employees. Hence, every bank should pay more attention to ensuring employees' job satisfaction, providing better service to their clients and upholding the image of the sector.

These findings are useful for the Bangladeshi banking sector and other financial and nonfinancial organisations to utilise their human resources properly for their organisational progress. Assessment of actual conditions of the banking sector relating to job satisfaction is not an easy task. In most cases, the concerned authority initially is not willing to provide appropriate answers to the questions because of fear of disclosure of personal organisational information to others. Due to time and financial budget constraints, it is difficult to collect data from a large number of public and private sector banks in Bangladesh which has a long, rich, and controversial history. For future research, this study suggests in-depth interviews to

be conducted within a reasonable time alongside survey questionnaires with a big financial budget.

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