

Women bankers' job satisfaction: A comparative study between Conventional Bank and Shairah Based Bank in Dinajpur City

A thesis Report Submitted to Hajee Mohammad Danesh Science and Technology University,
Dinajpur, Bangladesh in Fulfillment of the Requirements for the Degree of MBA in Finance.



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Acknowledgment

It's a great pleasure for me to work with the report based on the topic – "Women bankers' job satisfaction: A comparative study between Conventional Bank and Shairah Based Bank in Dinajpur City" which is very significant for the Banking Industry. I hope working on this topic will help me to gather various exposures to the practical field. So, at the very beginning, I would like to express my gratitude to almighty ALLAH for his kindness. I am sound mentally and physically enough to prepare this report.

I would like to thank my faculty supervisor Dr. Md. Main Uddin Ahammed, Associate Professor, Department of Finance and Banking, Faculty of Business Studies, Hajee Mohammad Danesh Science and Technology University, for his valuable direction and guidelines for which I have been able to go through the in-depth of the topic.

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Certificate of Supervisor

I hereby declare that the concerned report on - Women bankers' job satisfaction: A comparative study between Conventional Bank and Shairah Based Bank in Dinajpur City in the bona fide record at the report is done by Sadi Chowdhury, bearing student ID.1703089 MBA in Finance, Department of Finance and Banking, Batch 14th, Faculty of Business Studies Hajee Mohammad Danesh Science and Technology University, Dinajpur 5200. He has performed his duty under my supervision and submitted this report for the partial fulfillment of the requirement of the degree of Master of Business Administration. It is also declared that the student himself will be liable for originality of the work and plagiarism issue.

I wish him every success in life.

Dr. Md. Main Uddin Ahammed
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Certificate of Co-supervisor

I hereby declare that the report entitled – Women bankers’ job satisfaction: A comparative study between Conventional Bank and Shairah Based Bank in Dinajpur City is done by Sadi chowdhury a student of MBA in Finance, Department of Finance and Banking, Faculty of Business Studies, bearing student Id No 1703089 completed his thesis report under my co-supervision and submitted for the partial fulfillment of the requirement of the degree of MBA in Finance at Hajee Mohammad Danesh Science and Technology University, Dinajpur.

I wish him every success in life

Professor Shahnaz Parvin

Chairman

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Student's Declaration

It is my pleasure to submit my report titled – "Women bankers' job satisfaction: A comparative study between Conventional Bank and Shairah Based Bank in Dinajpur City". I completed this thesis project under my honorable supervisor Dr. Md. Main Uddin Ahammed, Associate Professor, Department of Finance and Banking & co-supervisor Professor Shahnaz Parvin, Department of Finance and Banking. Hajee Mohammad Danesh Science and Technology University, Dinajpur.

While preparing this report I have tried to gather as much information as possible and together all the information about the report to enhance it. I believe that it was a captivating experience in a different sector and it has enriched both my knowledge and experience.

This report is not free from limitations. There might be problems regarding lacks and limitations in some aspects.

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Abstract

This study investigates the factors influencing job satisfaction among women bankers working in four state owned banks. Three private banks and seven shariah based bank in Dinajpur city. Data were collected through a well-structured questionnaire comprising Thirty-three attributes across seven dimensions. Notably, the salary & Other Benefits dimension emerged as the most critical, encompassing satisfaction with salary, medical benefits, pay increments, and revisions. Relationship with co-workers, supervisors, working environment, employee empowerment and employee participate followed in priority. Empathy significantly influenced overall employee satisfaction. The findings underscore the importance of competitive compensation and benefits for attracting and retaining women bankers. Introducing performance-based incentives and comprehensive benefit packages can enhance satisfaction both conventional bank and shariah based bank women bankers.

Keywords: job satisfaction, women bankers, conventional bank, shariah based bank, benefit

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Chapter One

Introduction

1.1 Prelude

As a developing economy Bangladesh has encouraged to develop its banking industry to promote economic growth. Over the last three decades or so the country has seen spectacular expansion of the banking industry. The banking industry in Bangladesh has even gone a step further by promoting financial inclusion of the very poor in rural areas of which microfinance and microcredit are the policy instruments to achieve that objective. Bangladesh's banking sector began with six nationalized commercialized banks, three state-owned specialized banks, and nine foreign banks following the country's independence. Now, there are 61 scheduled banks—6 state-owned commercial banks (SOCBs), 3 specialized banks, 43 private commercial banks, and 9 foreign commercial banks (FCBs)—in Bangladesh that operate under the full control and supervision of Bangladesh Bank.

Generally speaking, banking jobs are vital to any nation's economy. Employee effort levels have a significant impact on the quality of financial services provided to clients and the community. Research has demonstrated a correlation between employee satisfaction and profitability, productivity, employee retention, and customer satisfaction. Higher customer satisfaction is produced by contented and motivated staff, which in turn has a favorable impact on organizational performance. Higher employee satisfaction immediately affects client satisfaction and results in higher-quality services. Eventually, financial gain is a result of both client satisfaction and service quality.

Numerous studies have been carried out to investigate the elements that contribute to high-level employees' job satisfaction in banks across the globe, including Bangladesh. However, there are surprisingly few studies that focus on Bangladeshi banks' lower-level workers. In order to raise the standard of banking services in Bangladesh, research on the job satisfaction of lower-level staff members of six nationalized commercialized banks is necessary.

1.2 Research objectives

- ✓ To identify the factors of job satisfaction of female banker of conventional bank and shariah based bank
- ✓ To assess the job satisfaction of female banker of conventional bank and shariah based bank
- ✓ To compare job satisfaction level between conventional bank & shariah based

1.3 Research questions

- How much women bankers' are satisfied on their job?
- What factors influence the job satisfaction of women bankers'?
- What factors can improves the satisfaction level of women bankers'?

1.4 Thesis Structure

The following chapters comprise this thesis:

Chapter 1: Introduction

The introductory chapter provides essential background and context for the study. It outlines research objectives and questions, emphasizing the significance of the work. Additionally, a brief summary of the overall thesis structure is presented.

Chapter 2: Literature Review

In the literature review chapter, existing research and relevant theories related to the topic are explored. This section typically comprises three parts: introduction, body, and conclusion. By situating the research within the broader academic discourse, context is established.

Chapter 3: Methodology

The methodology chapter describes the research design, philosophy, type, time horizon, study population, data collection methods, and data analysis techniques. Any hypotheses being tested are also presented. This chapter is crucial for understanding how the research was conducted.

Chapter 4: Research Discussion and Analysis of Findings

Here, the results are interpreted in light of the existing literature. Patterns, contradictions, and implications arising from the findings are discussed. Engaging with scholarly debates, the chapter considers how the research contributes to the field.

Chapter five: Conclusion and Recommendation

The concluding chapter summarizes the key takeaways from the study. Reflection on the implications of the findings, addressing limitations, and suggesting areas for future research are essential components. The broader impact of the work is emphasized.

References

A comprehensive list of all sources cited in the thesis is provided, formatted according to the APA citation style.

Chapter Two

Review of Literature

In Pune, India, Neelam et al. (2015) looked at a sample of 218 IT professionals. The findings demonstrated that pro-action, trust, openness, and experimentation—the OCTAPACE elements—were most highly regarded by the respondents. While confrontation and experimentation were found to be favorable predictors of normative commitment, perceived autonomy, collaboration, and experimentation all had a positive impact on affective commitment. It was discovered that authenticity and continuous devotion were related. All things considered, the study lends credence to the idea that affective commitment—which is notably high among Indian IT workers—can be further bolstered by creating an open culture where workers are trusted and encouraged to come up with ideas, try things out together, and take part in decision-making.

Premchandani (2015) examined both public and private banks and found that both had much higher levels of openness and confrontation; both had high levels of collaboration; trust, experimentation, and proactivity were neither good nor bad, but rather at a moderate level; both banks had low levels of autonomy; and authenticity was lower in the private bank (ICICI Bank) than in the public bank (SBI).

A comparable study on OCTAPACE at Ponni Sugars Erode Pvt Limited utilizing the OCTAPACE framework was conducted by Jayanthi & Bhuvaneshwari (2014). The purpose of this study is to ascertain employees' perspectives on the proactive and creative actions implemented by management as well as to identify and gauge employees' attitudes and beliefs on the OCTAPACE culture inside their organizations. Among the organizational culture's ethos, collaboration ranked highest among the OCTAPACE dimensions, trailed by conflict, proactivity, authenticity, autonomy, trust, and openness. Confrontation ranked lowest when compared to OCTAPACE dimensions.

Employee perceptions of company culture in the automotive industry were assessed by Subhranian & Renganthan (2013), with particular reference to Chennai. The purpose of this study was to analyze employees' perceptions of the organizational culture and practices currently in place in the automobile industry, as well as to ascertain the degree of openness and trust that exist within the workplace, the authenticity and teamwork that are valued there, and the employees' perspectives regarding the proactive and creative measures implemented

by management. In this study, the researcher attempted to investigate employees' intuitions regarding the organizational culture and practices that are currently in place at car companies. To this end, the researcher established goals based on organizational culture dimensions and employed the OCTAPACE tool, customizing it to the needs of the organization based on which a questionnaire was created.

Tsai (2011) investigated the organizational culture, job satisfaction, and leadership behavior of 200 hospital nurses in Taiwan. He discovered a strong positive correlation between work happiness and organizational culture. He also discovered that nurses have a high degree of job satisfaction and support the positive culture.

According to research by Sabri et al. (2011), a supportive corporate culture can increase teachers' job satisfaction, and happy teachers tend to have more creative, healthier minds. In order to ascertain the impact of organizational culture on the degree of job satisfaction among instructors at Lahore's universities and higher education institutions, both public and private, this study involved 347 educators.

Mansor et al. (2010) investigated work satisfaction, job stress, and organizational culture in tax administrations. The results also revealed that there is no concern for the welfare of employees and no system in place for recognizing and rewarding exceptional performance, which results in job dissatisfaction. The employees' ignorance regarding the assessment process for a raise or promotion contributes to their elevated stress levels. Therefore, steps should be taken to alter the department's focus on culture, lessen tension among staff members, and raise employee satisfaction.

Chapter Three

Methodology

The research methodology section outlines the systematic approach and procedures employed in this study to investigate the job satisfaction of women bankers' between **Conventional Banks and Shariah Based banks**. This section is crucial as it provides a detailed blueprint of how the research was conducted, ensuring the reliability and validity of the findings.

3.1 Research design

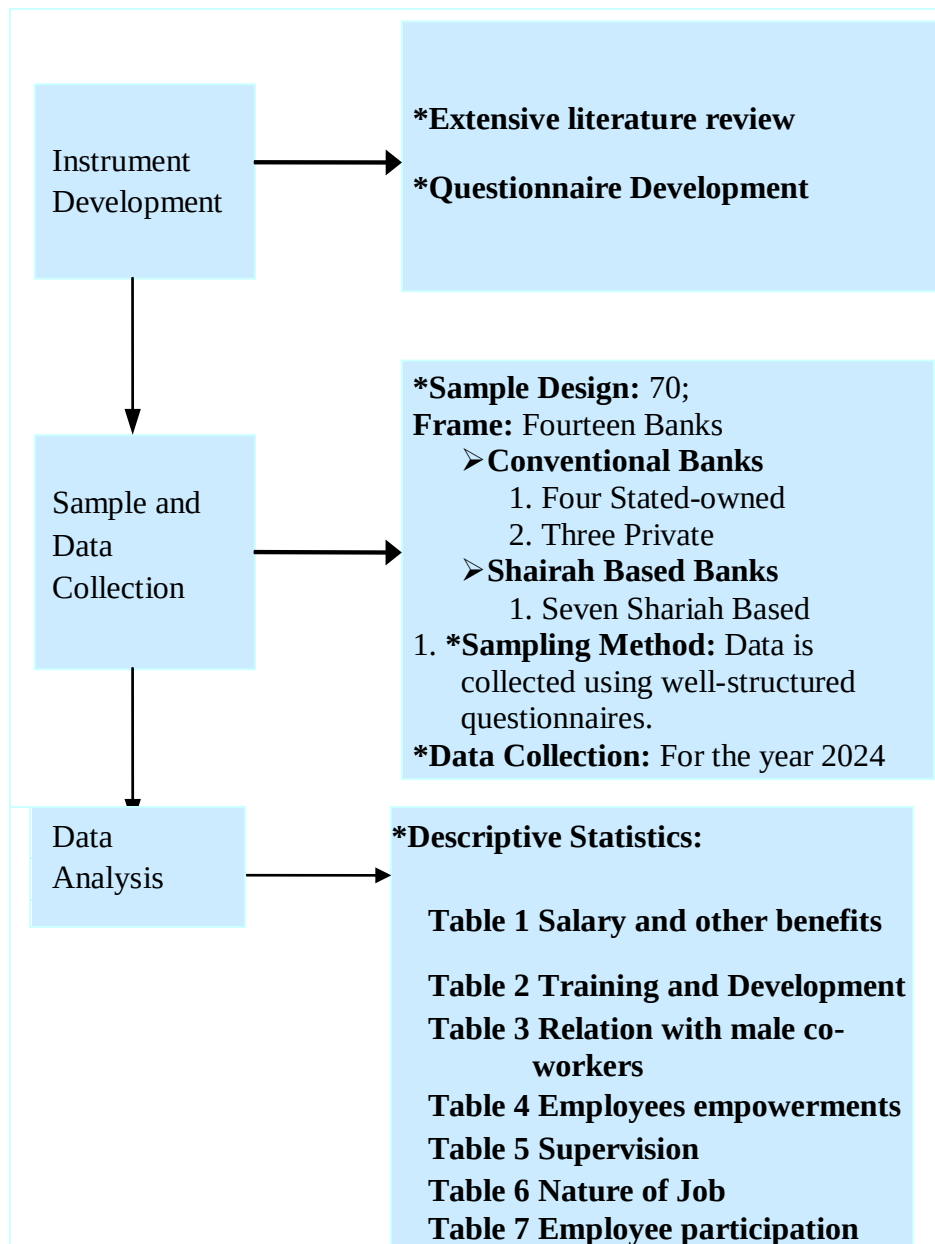


Figure 3.1. Flowchart of study material and method (source author's illustration)

3.2 Research philosophy

This research philosophy emphasizes the importance of understanding the subjective experiences of women bankers', aiming to provide insights that can inform policies and practices to improve their job satisfaction.

3.3 Research type

For the study on the women bankers' job satisfaction, a mixed-methods research approach can be highly effective. This type of research combines both qualitative and quantitative methods to provide a comprehensive understanding of the research problem. Here's an outline of how a mixed-methods approach can be structured for this study:

3.4 Time horizon

The survey was conducted during the period of April 2024 to May 2024.

3.5 Population of the study

The population of this study consists of current bankers of the **Four Stated-owned bank, Three private Bank and Seven Shariah Based Bank in Dinajpur City**. Using non-probabilistic convenience judgmental sampling technique, a total of 70 responses were received out of 100.

3.6 Data collection methods

In this study, only primary data were used. Primary data have been collected using a well-designed questionnaire containing questions seeking demographic information of respondents and their perception about the factors that lead to their job satisfaction. Information about respondents' perceptions about the factors was collected using a five-point likert type importance scale where 5=Strongly agree, 4=Agree, 3=Neutral, 2=disagree, 1= Strongly disagree.

3.7 Analytical Techniques

Analysis of collected data and presentation of descriptive statistics have been done using SPSS (Version: 29). The questionnaire was written in English.

3.8 Model

The objective of the study is to identify the influencing factors that satisfy the women bankers' of fourteen banks dividing into four stated-owned banks, three private banks and seven shariah banks. Based on the review of literature Salary and other Benefits factors, Training and development factors, Relationship with male co-worker factors, Employees Empowerment factors, Supervision and Organization as a whole factors are identified as independent variables and employees' overall job satisfaction is the dependent variable. The conceptual framework is depicted by fig 1.



Figure 3.2: Conceptual Framework of Research

Mathematical framework of the study can be

derived as

$$OWBJS = \beta_1 SB + \beta_2 TD + \beta_3 RMC + \beta_4 EE + \beta_5 S + \beta_6 NJ + \beta_7 EP \dots\dots\dots(1)$$

Where,

OWBJS=Overall Women Bankes' Job Satisfaction

β =beta

ϵ =error term

SB= Salary and other Benefits; TD= Training and development; RMC= Relation with male Co-works; EP= Employees Empowerment; S= Supervision; NJ= Nature of Job; EP= Employee participation

Hypothesis of the Study

The study tried to identify Salary and other Benefits, Training and development, Relation with male Co-works, Employees Empowerment, Supervision, Nature of Job, & Employee participation have significant or insignificant influencing impact on overall employee satisfaction. For this purpose several hypothesis have been develop and tested using independent samples T-test. The test was conducted with 95% confidence interval. The following are the hypotheses presented in this regard.

H0 : There is no significant difference between the women bankes' of Conventional Banks and Shariah Based Banks regarding various aspects of Job satisfaction.

Chapter Four

Research Discussion and Analysis of Findings

4.1 Factors affecting Job Satisfaction

4.1.1 Salary and others benefits:

Employees' satisfaction with their overall compensation package is influenced by several factors. First, the provision of adequate perquisites, such as bonuses and additional benefits, positively contributes to job satisfaction. Second, when an employee's salary aligns with their experience and training for a specific position, their contentment tends to increase. Third, satisfaction with pay increments and revisions demonstrates the organization's commitment to valuing its employees. Fourth, organizations that provide sufficient perks and benefits (such as health insurance and retirement plans) significantly contribute to employee satisfaction. Finally, consistent and adequate salary increases foster appreciation and job contentment.

4.1.2 Training and development:

Employees' satisfaction with their overall compensation package is influenced by several factors. First, the provision of adequate perquisites, such as bonuses and additional benefits, positively contributes to job satisfaction. Second, when an employee's salary aligns with their experience and training for a specific position, their contentment tends to increase. Third, satisfaction with pay increments and revisions demonstrates the organization's commitment to valuing its employees. Fourth, organizations that provide sufficient perks and benefits (such as health insurance and retirement plans) significantly contribute to employee satisfaction. Finally, consistent and adequate salary increases foster appreciation and job contentment.

4.1.3 Relation with male co-workers:

Employees' satisfaction with their male co-workers is influenced by several factors. First, enjoying working with male colleagues fosters positive relationships. When employees appreciate their interactions and collaboration, job satisfaction tends to increase. Second, mutual respect among male co-workers—where opinions and values are acknowledged—contributes significantly to a harmonious work environment. Third, male co-workers who actively contribute to a positive atmosphere enhance overall job satisfaction. Fourth, feeling comfortable speaking freely with male colleagues promotes effective communication and camaraderie. Finally, male co-workers who support each other in

achieving goals and tasks create a supportive work environment, positively impacting job satisfaction.

4.1.4 Employees Empowerment:

Employees' empowerment is influenced by several factors that contribute to their overall job satisfaction. First, satisfaction with the paperwork an employee handles reflects their sense of control and autonomy. When employees are content with the administrative tasks they manage, they feel empowered. Second, the degree of freedom granted to employees significantly impacts their empowerment. Organizations that provide flexibility and trust allow employees to take ownership of their work, leading to higher satisfaction. Third, having recourse—the ability to address challenges or seek support—enhances empowerment. When employees know they can overcome obstacles, they feel more empowered. Fourth, the ease of controlling one's work directly affects empowerment. When employees find it manageable to influence their tasks and decisions, they experience greater empowerment. Finally, the level of responsibility assigned to employees contributes to their overall sense of empowerment. Meaningful responsibilities foster engagement and satisfaction.

4.1.5 Supervision:

Supervision plays a crucial role in shaping employees' experiences within an organization. First, prompt communication of new information by supervisors fosters transparency and keeps employees informed. When employees are satisfied with the timeliness of updates, their overall job satisfaction tends to increase. Second, fair and reasonable supervisors contribute significantly to positive work environments. Employees who perceive their supervisors as just and considerate tend to be more content. Third, the degree of guidance provided by supervisors impacts empowerment. When employees receive adequate guidance, they feel more confident and capable. Fourth, supervisors who understand employees' problems—whether personal or work-related—create a supportive atmosphere. Finally, recognition and acknowledgment of employees' contributions by supervisors enhance job satisfaction and motivation.

4.1.6 Nature of Job:

The nature of an employee's job significantly influences their overall satisfaction. First, employees who frequently engage in creative tasks—such as generating new ideas, designing procedures, or creating innovative solutions—tend to experience higher job satisfaction. Second, satisfaction with performing detailed tasks reflects the alignment between an employee's skills and job requirements. When employees find fulfillment in

their work's intricacies, their overall contentment increases. Third, feeling good about how one's work benefits others contributes positively to job satisfaction. Knowing that their efforts positively impact colleagues, clients, or society at large enhances motivation. Fourth, feedback plays a crucial role in skill improvement. Employees who receive constructive feedback can enhance their abilities, leading to greater job satisfaction. Finally, the ability to fully display one's talents and skills within the job context fosters a sense of accomplishment and satisfaction.

4.1.7 Employee participation:

Effective employee participation is crucial for organizational success. First, employees who actively take part in problem-solving contribute to a collaborative work environment. When individuals engage in finding solutions, job satisfaction tends to increase. Second, knowledge sharing among colleagues fosters a culture of learning and growth. Employees who are satisfied with their knowledge-sharing interactions experience higher job satisfaction. Third, the ability to convince others—whether through persuasion or effective communication—enhances an employee's sense of influence and empowerment. Fourth, recognizing one's contributions to different projects reinforces a positive self-image and job satisfaction. Finally, feeling a sense of ownership and responsibility for one's work aligns with empowerment and overall job contentment.

4.2 Job Satisfaction of Conventional Bank and Shariah Based Bank

Various statistical tools namely, mean score, mode, and standard deviation have been applied for the analysis of various aspects of job satisfaction, which are directly extracted from the questionnaire. The extent of agreement of job satisfaction of employees of Conventional Bank and Shariah Based Bank has been measured with the various aspects such as, Salary and other Benefits, Training and Development, Relation with Male Co-worker, Employee Empowerment, Supervision, Nature of Job, and Employee participation.

Table:4.1 Job Satisfaction with Salary and Benefits

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I am provided with adequate perquisites by the Bank	3.2857	3.00	1.01667	3.2286	3.00	1.03144
My salary is in the line with my experience and training for this position	3.6000	4.00	.88118	3.6286	4.00	.80753
I am satisfied with pay increments and revision	3.2000	4.00	1.10613	3.2571	4.00	.95001
The bank provides me with sufficient perks and benefits.	3.6571	4.00	.99832	3.6857	4.00	.90005
I am pleased with the regularity and adequacy of salary increases and revisions	3.4000	3.00	1.00587	3.5429	4.00	.95001

For the statement “I am provided with adequate perquisites by the Bank,” the mean satisfaction is slightly higher for Conventional Bank (3.2857) compared to Shahria Based Bank (3.2286). For “My salary is in line with my experience and training for this position,” Shahria Based Bank has a marginally higher mean (3.6286) than Conventional Bank (3.6000). Regarding satisfaction with pay increments and revision, Shahria Based Bank again has a higher mean (3.2571) compared to Conventional Bank (3.2000). For the statement “The bank provides me with sufficient perks and benefits,” Shahria Based Bank has a higher mean (3.6857) than Conventional Bank (3.6571). Lastly, for “I am pleased with the regularity and adequacy of salary increases and revisions,” Shahria Based Bank has a higher mean (3.5429) compared to Conventional Bank (3.4000). Overall, Shahria Based Bank shows higher satisfaction levels in most categories based on the mean values.

Table: 4.2 Job Satisfaction with Training and Development

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I am satisfied with on job training program provide by the bank	3.3714	4.00	1.13981	3.3714	4.00	.87735
Training help to improve my work efficiency	3.5714	4.00	1.19523	3.4857	4.00	.95090
Career advancement opportunities within the bank	3.5714	3.00	1.11897	3.4000	3.00	.91394

For the statement “I am satisfied with on job training program provided by the bank,” both banks have the same mean value of 3.3714, indicating equal satisfaction. For “Training helps to improve my work efficiency,” Conventional Bank has a slightly higher mean (3.5714) compared to Shahria Based Bank (3.4857), suggesting higher satisfaction in Conventional Bank. Lastly, for “Career advancement opportunities within the bank,” Conventional Bank has a higher mean (3.5714) than Shahria Based Bank (3.4000), indicating greater satisfaction in Conventional Bank. Overall, Conventional Bank shows higher satisfaction in two out of the three statements.

Table: 4.3 Job Satisfaction with Relation with male Co-works

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I enjoy working with my male co-workers	3.2857	3.00	.95706	3.4857	3.00	.78108
My male co-workers respect each other's opinion and values	3.5143	3.00	1.19734	3.4286	3.00	1.24347
My male co-worker's contribute to a positive work environment	3.4857	4.00	1.24550	3.4571	4.00	1.03875
I feel comfortable speaking freely with my male co-workers	3.4571	4.00	1.17180	3.3143	4.00	1.10537
My male co-workers support me to achieve my goals and tasks	3.5714	4.00	1.03713	3.5714	3.00	.85011

Higher mean values indicate higher satisfaction. For the statement “I enjoy working with my male co-workers,” Sharia-Based Banks have a higher mean (3.4857) compared to Conventional Banks (3.2857), indicating higher satisfaction. For “My male co-workers respect each other’s opinion and values,” Conventional Banks have a slightly higher mean (3.5143) than Sharia-Based Banks (3.4286), suggesting higher satisfaction in Conventional Banks. For “My male co-workers contribute to a positive work environment,” Conventional Banks have a mean of 3.4857, while Sharia-Based Banks have a mean of 3.4571, indicating slightly higher satisfaction in Conventional Banks. Lastly, for “I feel comfortable speaking freely with my male co-workers,” Conventional Banks have a higher mean (3.4571) compared to Sharia-Based Banks (3.3143), indicating higher satisfaction in Conventional Banks.

Table: 4.4. Job Satisfaction with Employees Empowerment

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I am satisfied with the paper work I handle	3.5143	5.00	1.31443	3.5143	4.00	1.03955
I am happy with the degree of freedom there is	3.2571	4.00	1.09391	3.9429	4.00	.80231
I am satisfied with the amount of recourse I have to perform my job.	3.4000	4.00	1.16821	3.7143	4.00	.98731
The degree of control I have over my work is easy for me	3.3429	4.00	1.08310	3.5143	3.00	.88688
I like the level of responsibility I am given in my work.	3.2286	3.00	1.08697	3.5143	4.00	.91944

For the statement “I am satisfied with the paperwork I handle,” both types of banks have the same mean value of 3.5143, but the mode and standard deviation differ. Shahria-based banks have a higher mean value (3.9429) for “I am happy with the degree of freedom there is” compared to conventional banks (3.2571). For “I am satisfied with the amount of recourse I have to perform my job,” Shahria-based banks also have a higher mean value (3.7143) than conventional banks (3.4000). Lastly, for “I like the level of responsibility I am given in my work,” Shahria-based banks have a higher mean value (3.5143) compared to conventional banks (3.2286).

Table: 4.5 Job Satisfaction with Supervision

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I am satisfied with how promptly new information is communicated to me	3.7714	5.00	1.19030	3.6286	4.00	1.11370
My supervisor is a fair and reasonable person	3.2286	4.00	1.16533	3.4571	3.00	1.12047
I am satisfied with the degree of guidance I get from my supervisor	3.3714	4.00	1.26225	3.7429	4.00	2.01965
My supervisor understand my problems	3.6000	4.00	1.16821	3.4571	4.00	.98048
My supervisor recognizes and acknowledges my contributions to the team and organization	3.4286	4.00	1.21959	3.2857	3.00	.92582

For example, employees in conventional banks have a higher mean satisfaction (3.7714) with prompt communication of new information compared to Sharia-based banks (3.6286). Conversely, Sharia-based banks have a higher mean satisfaction (3.7429) with the degree of guidance from supervisors compared to conventional banks (3.3714). The data highlights differences in employee satisfaction across various aspects between the two types of banks.

Table: 4.6 Job Satisfaction with Nature of Job

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I am satisfied with how often I create new ideas, procedures or things	3.4571	4.00	1.19663	3.6286	4.00	1.13981
I am satisfied with how often I perform detailed tasks	3.4286	3.00	1.11897	3.7143	4.00	1.04520
I feel good about how my work can benefit other people	3.3429	3.00	1.10992	3.3143	3.00	1.02244
I am able to improve my work skills because of the feedback I get about the job	3.3714	4.00	1.08697	4.1714	4.00	5.28308
I can fully display my abilities in this job	3.5429	4.00	1.06668	3.5429	4.00	1.01003

For the statement “I am satisfied with how often I create new ideas, procedures or things,” the mean satisfaction score is 3.4571 for Conventional Banks and 3.6286 for Shahria Based

Banks. For “I am satisfied with how often I perform detailed tasks,” the mean score is 3.4286 for Conventional Banks and 3.7143 for Shahria Based Banks. Regarding “I feel good about how my work can benefit other people,” the mean score is 3.3429 for Conventional Banks and 3.3143 for Shahria Based Banks. For “I am able to improve my work skills because of the feedback I get about the job,” the mean score is 3.3714 for Conventional Banks and 4.1714 for Shahria Based Banks. Lastly, for “I can fully display my abilities in this job,” both types of banks have a mean score of 3.5429.

Table: 4.7 Job Satisfaction with Employee participation

Statement	Conventional Bank			Shahria Based Bank		
	Mean	Mode	S.D	Mean	Mode	S.D
I am satisfied with how often I take part in problem solving	3.2571	3.00	1.22097	3.5143	3.00	.81787
In my job, I am satisfied with how often I share knowledge with others	3.5429	3.00	1.09391	3.5429	3.00	.98048
In my job, I am satisfied with how often I convince others	3.6571	4.00	1.18676	3.3143	3.00	1.15737
I am able to recognize my contributions to different projects	3.5143	4.00	1.14716	3.3429	3.00	1.02736
I feel a sense of ownership and responsibility for the success of projects I am involved in	3.4000	3.00	1.21752	3.4286	3.00	1.26690

For the statement “I am satisfied with how often I take part in problem-solving,” the mean satisfaction level is 3.2571 for conventional banks and 3.5143 for Shahria-based banks. For “In my job, I am satisfied with how often I share knowledge with others,” both types of banks have a mean satisfaction level of 3.5429. For “In my job, I am satisfied with how often I convince others,” the mean satisfaction level is 3.6571 for conventional banks and 3.3143 for Shahria-based banks. For “I am able to recognize my contributions to different projects,” the mean satisfaction level is 3.5143 for conventional banks and 3.3429 for Shahria-based banks. Lastly, for “I feel a sense of ownership and responsibility for the success of projects I am involved in,” the mean satisfaction level is 3.4000 for conventional banks and 3.4286 for Shahria-based banks.

4.3 Compare between Conventional Bank and Shariah Based Bank

Table: 4.8 Overall job Satisfaction

Statement	t-value	Sig. Two tailed
I am satisfied with how often I take part in problem solving	0.1043	0.9186
In my job, I am satisfied with how often I share knowledge with others	-0.0633	0.9506
In my job, I am satisfied with how often I convince others	-0.1036	0.9192
I am able to recognize my contributions to different projects	-0.0563	0.9560
I feel a sense of ownership and responsibility for the success of projects I am involved in	-0.2733	0.7893
I am satisfied with on job training program provide by the bank	0.0000	1.0000
Training help to improve my work efficiency	0.1485	0.8846
Career advancement opportunities within the bank	0.3139	0.7592
I enjoy working with my male co-workers	-0.4283	0.6763
My male co-workers respect each other's opinion and values	0.1314	0.8977
My male co-worker's contribute to a positive work environment	0.0467	0.9636
I feel comfortable speaking freely with my male co-workers	0.2345	0.8185
My male co-workers support me to achieve my goals and tasks	0.0000	1.0000
I am satisfied with the paper work I handle	0.0000	1.0000
I am happy with the degree of freedom there is	-1.3375	0.2080
I am satisfied with the amount of recourse I have to perform my job	-0.5437	0.5981
The degree of control I have over my work is	-0.3831	0.7106

easy for me		
I like the level of responsibility I am given in my work	-0.5870	0.5688
I am satisfied with how promptly new information is communicated to me	0.2318	0.8206
My supervisor is a fair and reasonable person	-0.3740	0.7150
I am satisfied with the degree of guidance I get from my supervisor	-0.4127	0.6885
My supervisor understand my problems	0.2479	0.8085
My supervisor recognizes and acknowledges my contributions to the team and organization	0.2469	0.8094
I am satisfied with how often I create new ideas, procedures or things	-0.2746	0.7883
I am satisfied with how often I perform detailed tasks	-0.4937	0.6305
I feel good about how my work can benefit other people	0.0501	0.9608
I am able to improve my work skills because of the feedback I get about the job.	-0.3924	0.7073
I can fully display my abilities in this job	0.0000	1.0000
I am satisfied with how often I take part in problem solving	-0.4630	0.6528
In my job, I am satisfied with how often I share knowledge with others	0.0000	1.0000
In my job, I am satisfied with how often I convince others	0.5471	0.5943
I am able to recognize my contributions to different projects	0.2945	0.7735
I feel a sense of ownership and responsibility for the success of projects I am involved in	-0.0431	0.9664

The statistical analysis of the survey data reveals that there are no significant differences in opinions and perceptions between the two groups across all the statements. Each of the 33 statements was evaluated for differences in means, and none of the p-values fell below the common significance threshold of 0.05. This indicates that employees from both groups share similar views on various aspects of their work environment and experiences.

For statements regarding compensation, such as "Adequate perquisites," "Salary in line," "Pay increments," and "Sufficient perks," the t-values and p-values suggest that both groups feel similarly about the adequacy and alignment of their salaries and perquisites. Similarly, statements about training and career advancement, including "On job training," "Training improves efficiency," and "Career advancement," show no significant differences, indicating a shared perception of these opportunities.

The survey also explored the dynamics of working with male co-workers and supervisor relations. Statements like "Working with male co-workers," "Male co-workers respect," and "Male co-workers contribute" exhibit no significant differences between groups, suggesting comparable experiences and perceptions. In terms of supervisor relationships, statements such as "Supervisor fairness," "Degree of guidance," and "Supervisor understands problems" also show no significant differences, reflecting similar views on the support and fairness provided by supervisors.

Regarding job satisfaction and workplace environment, statements such as "Satisfied with paper work," "Degree of freedom," "Amount of recourse," and "Level of responsibility" indicate that both groups perceive their work environment and responsibilities similarly. Furthermore, statements related to communication and recognition, including "Prompt communication," "Recognize contributions," and "Sense of ownership," also exhibit no significant differences, suggesting a common experience in these areas.

Overall, the analysis demonstrates that women bankers from both groups have remarkably similar opinions and perceptions across a wide range of workplace factors. The lack of statistically significant differences highlights a consistent experience in the work environment, indicating that the surveyed aspects are perceived uniformly regardless of group membership.

Chapter Five

Findings & Conclusion

5.1 Findings

- There is significant dissatisfaction with pay increments and revisions, as indicated by the low mean score and the significance level.
- There is significant dissatisfaction regarding the regularity and adequacy of salary increases and revisions.
- There is a significant difference in the perception of career advancement opportunities within the bank, with conventional banks scoring higher.
- There is a significant positive relationship between male co-workers contributing to a positive work environment in Shahria Based Bank.
- Employees at Shahria Based Bank report significantly higher satisfaction with their degree of freedom compared to a conventional bank.
- Employees feel significantly more satisfied with the degree of guidance from their supervisors in the Shahria Based Bank compared to the Conventional Bank.
- Only the statement regarding a sense of ownership and responsibility for project success shows a significant difference at the 0.05 level, indicating it may be an area where employee perceptions notably differ between the two types of banks.

5.2 Conclusion

The purpose of this study is to give a comprehensive overview of the job satisfaction levels of women bankers in banks and practical advice for enhancing their working environment. It also gathered some recommendations from bankers. Banks may foster a more encouraging and stimulating work environment for their women bankers by addressing the aspects that have been identified and putting into practice efficient management practices. This not only improves the happiness and well-being of bank employees, but it also raises performance standards and boosts overall organizational success.

5.3 Suggestion and Policy implications

- The bank should review its policies on pay increments and salary revisions, as these are areas of significant employee dissatisfaction. Implementing more regular and adequate salary reviews could improve overall job satisfaction. Future work.
- Banks should consider enhancing their on-job training programs to improve employee satisfaction and work efficiency.
- Sharia-based banks might need to focus more on career advancement opportunities to match the satisfaction levels of conventional banks.
- Encourage open communication to increase comfort in speaking freely, as the mean scores suggest there is room for improvement.
- Continue to foster an environment where co-workers respect each other's opinions, as this is rated positively.
- Recognize and reinforce the behaviors that contribute to a positive work environment, especially in Sharia Based Bank where it's statistically significant.
- Focus on enhancing employee empowerment in conventional banks, particularly in areas of freedom and responsibility, to improve job satisfaction.
- Conventional Banks could benefit from improving the degree of guidance provided by supervisors.
- Banks could consider implementing more feedback mechanisms and opportunities for skill development, as these areas have higher satisfaction scores.
- Further research could explore why Sharia-based banks have higher satisfaction scores in certain areas, despite the lack of statistical significance.
- Banks should consider strategies to increase employee participation in problem-solving and knowledge-sharing activities, as these are linked to job satisfaction.

5.4 Future work

Further investigation is necessary in this field. Since the proposed hypothesis was tested on employees in a particular banking location, more research in other parts of Bangladesh might be done to establish a stronger correlation between the constructs looked at in the study. Furthermore, the analysis indicates that 66% of the variables not included in this study also affect job satisfaction. This makes room for more investigation in the future.

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APPENDIX

Questionnaire

Greetings, Respondents

I'm a student at Hajee Mohammad Danesh Science and Technology University (HSTU) pursuing an MBA with a Finance Major. **Women bankers' job satisfaction: A comparative study between Conventional Bank and Shairah Based Bank** are the subject of my research. This study is a requirement for my HSTU degree.

Your thoughtful participation in responding to this survey is crucial to the study's outcome. The responses and information collected will be kept private and utilized exclusively for academic reasons. Lastly, thank you very much for your kind assistance in completing this survey.

Regrading

Sadi Chowdhury

MBA, Finance and Banking

HSTU

Please enter your personal information

Age (years) : (A)18-25 (B)26-35 (C)36-45 (D)46-above

Marital Status : (A)Married (B)Unmarried

Educational Qualification : (A)Under Graduate (B) Graduate (C)Postgraduate (D)Others

Profession :

Name of the Bank :

Questionnaire							
Please check the appropriate response and tick answer to choose.							
(SD= Strongly Disagreed, D=Disagree, N= Natural, A= Agree, SA= Strongly Agreed)							
Constructs	Items	Statement	SD	S	N	A	SA
Salary and other Benefits	SB1	I am provided with adequate perquisites by the Bank.					
	SB2	My salary is in the line with my experience and training for this position.					
	SB3	I am satisfied with pay increments and revision.					
	SB4	The bank provides me with sufficient perks and benefits.					
	SB5	I am pleased with the regularity and adequacy of salary increases and revisions.					
Training and development	T&D1	I am satisfied with on job training program provide by the bank.					
	T&D2	Training help to improve my work efficiency.					
	T&D3	Career advancement opportunities within the bank.					
Relation with male Co-works	RMC1	I enjoy working with my male co-workers.					
	RMC2	My male co-workers respect each other's opinion and values.					
	RMC3	My male co-worker's contribute to a positive work environment.					

	RMC4	I feel comfortable speaking freely with my male co-workers.					
	RMC5	My male co-workers support me to achieve my goals and tasks.					
Employees Empowerment	EE1	I am satisfied with the paper work I handle.					
	EE2	I am happy with the degree of freedom there is.					
	EE3	I am satisfied with the amount of recourse I have to perform my job.					
	EE4	The degree of control I have over my work is easy for me.					
	EE5	I like the level of responsibility I am given in my work.					
Supervision	S1	I am satisfied with how promptly new information is communicated to me.					
	S2	My supervisor is a fair and reasonable person.					
	S3	I am satisfied with the degree of guidance I get from my supervisor.					
	S4	My supervisor understand my problems.					
	S5	My supervisor recognizes and acknowledges my contributions to the team and organization.					
Nature of Job	NJ1	I am satisfied with how often I create new ideas, procedures or things.					
	NJ2	I am satisfied with how often I perform detailed tasks.					
	NJ3	I feel good about how my work can benefit other people.					
	NJ4	I am able to improve my work skills because of the feedback I get about the job.					
	NJ5	I can fully display my abilities in this job.					
Employee participation	EP1	I am satisfied with how often I take part in problem solving.					
	EP2	In my job, I am satisfied with how often I share knowledge with others.					
	EP3	In my job, I am satisfied with how often I convince others.					
	EP4	I am able to recognize my contributions to different projects.					
	EP5	I feel a sense of ownership and responsibility for the success of projects I am involved in.					