

“Employee Engagement and Job Satisfaction in Bangladesh: The Role of High-Performance Work Practices”

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requirements for the degree of
Bachelor of Business Administration

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Declaration

It is hereby declared that,

1. The thesis submitted is my own original work while completing degree at BRAC University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

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Ethics Statement

Hereby, I NAME consciously assure that, the following conditions are met for this paper
“Employee Engagement and Job Satisfaction in Bangladesh: The Role of High-Performance Work Practices”

- 1) This is original work that has not been previously published anywhere.
- 2) At this moment, the research is not being considered for publication anyplace.
- 3) The writer’s research and analysis are accurately and completely reflected in the article.
- 4) Data collection has been made maintaining the ethical statement.
- 5) The publication adequately recognizes the contribution of supervisor and co supervisor.
- 6) The results are examined in relation to prior and continuing research.

NAME

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Abstract

This study looks at how high-performance HR methods effect job satisfaction and employee engagement in Bangladesh's growing economy. This study fills in a big gap in the research by looking at these links in a variety of different areas, like clothes, banking, information technology, manufacturing, and small to medium-sized firms (SMEs), using the Ability–Motivation–Opportunity (AMO) framework. This study uses a poll of employees from different companies to find out which HR practices—such as training and development, participation and empowerment, performance appraisal, and pay—have the most impact on engagement and satisfaction. Training and chances to take leadership are the two most essential elements that impact how engaged employees are. On the other hand, procedures for pay and performance reviews don't seem to have much of an effect on how involved people are. Income has a major impact on how happy people are at work. Women and people who make more money are more likely to be pleased at work. Even said, income doesn't seem to have much of an effect on how HR policies affect involvement. This suggests that these practices always increase participation, no matter how much money you make. This study adds to the HRM literature in developing nations by showing that different HR strategies might have varying effects on employees. It gives managers and policymakers in Bangladesh crucial information that can assist them keep their employees motivated and on the job. In the future, the study might look at public sector workers, rural communities, or long-term data to better highlight how things change over time.

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Chapter 1. Introduction

1.1 Background of the study

Human Resource (HR) practices are regarded as essential instruments for enhancing employee outcomes such as job satisfaction, engagement, and retention, all of which are crucial for organizational success globally (Jackson & Schuler, 2017). Bangladesh possesses a swiftly expanding economy characterized by numerous labor-intensive sectors, including ready-made garments (RMG), manufacturing, and services. It is crucial to comprehend the efficacy of these practices within the nation's social, economic, and cultural framework. Preliminary research identified fundamental correlations between specific HR factors and satisfaction. Structured training and equitable compensation were observed to enhance employee satisfaction in the RMG sector; however, these advantages were frequently undermined by poor working conditions (Ahmed & Hasan, 2020). Research in Dhaka's corporate sector indicated that autonomy and recognition were significant determinants of engagement via High-Performance Work Practices (HPWPs). Nonetheless, they noted that Bangladesh's inflexible hierarchical culture impeded individual engagement (Rahman & Hossain, 2018).

Further research in various regions of Bangladesh corroborated these findings and revealed greater complexity. High-Performance Work Systems (HPWS) enhanced employee satisfaction in both manufacturing and service sectors; however, they struggled to reduce turnover due to inadequate wages (Khan et al., 2019). In the banking sector, transparent performance evaluations enhanced employee satisfaction, whereas the lack of promotional opportunities resulted in considerable dissatisfaction (Ali & Hossain, 2017). IT professionals experienced increased satisfaction with flexible work hours; however, this arrangement also contributed to feelings of isolation (Islam & Haque, 2016). Conversely, employee involvement in manufacturing heightened interest among individuals, yet middle

management was resistant to it (Siddique, 2015). Following the Rana Plaza catastrophe, novel human resource practices in the ready-made garment sector, such as worker committees, enhanced employee engagement; however, implementation challenges persisted (International Labor Organization [ILO], 2021).

Research on compensation indicated that individuals in the pharmaceutical sector exhibited a pronounced preference for performance-based remuneration over non-monetary acknowledgment. This aligns with current economic developments (Uddin, 2019). The efficacy of training differed; for instance, skill development significantly enhanced retention compared to soft skills training (Hoque & Islam, 2020). Cultural stigma hindered MNCs from implementing work-life balance policies (Akter & Rahman, 2021), while in education, transformational leadership and autonomy engaged faculty, yet bureaucracy obstructed progress (Chowdhury & Alam, 2022). A study in public hospitals revealed that training and participation enhanced commitment via intrinsic motivation; however, the absence of performance incentives resulted in demotivation (Patel & Sharma, 2020).

Current trends indicate that digital HRM tools are gaining popularity, rendering tech start-ups more transparent, yet they encounter resistance (Begum & Akhter, 2023). Simultaneously, the global landscape is advancing towards strategic, technology-integrated human resource models (Jackson & Schuler, 2017). However, significant issues persist, particularly in rural small and medium-sized enterprises that employ informal practices and lack adequate training (Mia & Khatun, 2023). Cultural norms, economic limitations, and organizational frameworks consistently diminish the efficacy of HR (Rahman & Hossain, 2018; Khan et al., 2019; Uddin, 2019; Akter & Rahman, 2021; Patel & Sharma, 2020; Otoo et al., 2019). However, a significant gap remains in the research: there is an absence of a comprehensive, cross-sector analysis in Bangladesh that examines the contextual factors—such as sector-specific dynamics, cultural hierarchies, economic pressures, and technological adaptability—that influence the impact of HPWPs on fundamental employee

outcomes like satisfaction, engagement, and commitment. The objective of this study is to address that deficiency.

1.2 Objective of the study

The primary objectives of the study were to: investigate the correlation between High-Performance Work Practices (HPWPs) and employee engagement within Bangladesh's industrial sectors, specifically identifying which HPWP dimensions (Training & Development, Participation & Empowerment, Performance Appraisal, Compensation) serve as the most significant predictors of engagement; examine the relationship between HPWPs and job satisfaction, considering demographic variables such as income, gender, and work experience; assess whether income level influences the HPWP-engagement relationship; compare job satisfaction levels across key demographic groups (income brackets, gender, experience levels); and contribute to the understanding of the efficacy of Human Resource Management (HRM) in Bangladesh's developing economy by addressing gaps in sectoral representation and methodological approaches. These objectives aimed to elucidate the influence of organizational practices and individual factors on employee sentiments in this specific context.

1.3 Significance of the study

This study is significant as it provides context-specific, empirical data regarding the impact of High-Performance Work Practices (HPWPs) on employee engagement and job satisfaction within Bangladesh's unique developing economy. It provides Bangladeshi enterprises and policymakers with essential practical guidance, demonstrating that prioritizing Training & Development and Participation & Empowerment is crucial for enhancing engagement across all income strata. Simultaneously, equitable compensation remains crucial for job satisfaction, particularly in vital sectors such as RMG. Theoretically, it enhances the AMO framework within a non-Western context, elucidating the factors that

foster employee engagement (HPWPs) and those that contribute to their satisfaction (compensation/demographics). This contradicts the notion that Western HR models are universally applicable. The study addresses deficiencies in research through multi-sector analysis and a robust methodology. This facilitates the development of enhanced, localized HR strategies and policies that will optimize outcomes for employees in Bangladesh and comparable economies.

Chapter 2. Literature Review

2.1 HPWPs and Employee Outcomes in Bangladesh

Research in Bangladesh indicates that high-performance work practices such as autonomy, training, and recognition enhance employee engagement and satisfaction in the workplace. Rahman and Hossain (2018) identified that autonomy and recognition were significant predictors of engagement in corporate firms in Dhaka; however, hierarchical cultures diminished their effectiveness. Khan et al. (2019) demonstrated that High-Performance Work Practices (HPWPs) enhanced employee happiness in both the manufacturing and service industries. Nonetheless, inadequate wages impeded their ability to reduce turnover. Ali and Hossain (2017) discussed how transparent performance evaluations could enhance employee satisfaction in the banking sector; however, they noted that mid-level employees experienced dissatisfaction due to stagnant career progression. The results indicate that HPWPs serve dual functions: they enhance individual performance, yet systemic issues such as compensation frameworks and career stagnation diminish their efficacy.

2.2 Sector-Specific Challenges

The Ready-Made Garment (RMG) sector is integral to Bangladesh's economy and illustrates the tension between innovative HR concepts and systemic issues. Ahmed and Hasan (2020) discovered that organized training and equitable compensation enhanced the job satisfaction of RMG workers; however, adverse working conditions negated these advantages. The ILO (2021) stated that HR systems established post-Rana Plaza disaster, such as worker committees, improved communication but encountered implementation challenges due to inadequate enforcement. Uddin's (2019) research on the pharmaceutical sector indicated that individuals in that industry exhibited a pronounced preference for performance-based compensation over non-monetary incentives. This indicates that various sectors exhibit

distinct preferences regarding compensation. Mia and Khatun (2023) identified that informal HR practices and owner-centric decision-making impede employee development in rural small and medium-sized enterprises. This underscores the significance of implementing formal HR systems in under-researched sectors.

2.3 Cultural and Structural Moderators

The collectivist and hierarchical culture of Bangladesh significantly influences HRM outcomes. Siddique (2015) discussed how middle managers in manufacturing perceived employee involvement as a threat to their authority. Akter and Rahman (2021) discovered that cultural stigma, particularly among male employees, hindered MNCs from fully utilizing their work-life balance policies. Due to these cultural disparities, Western HR models require modification, as rigid hierarchies and social norms frequently conflict with participatory high-performance work practices. Inadequate remuneration in the ready-made garment sector and administrative challenges in public hospitals are structural factors that diminish the efficacy of human resource management. This indicates that equitable compensation and rigorous policy implementation are essential for sustained success.

2.4 Methodological and Contextual Gaps

The majority of the research relies on cross-sectional surveys, complicating the ability to establish causal inferences. Longitudinal research remains uncommon, despite mixed-methods studies such as Ahmed and Hasan (2020) and Patel and Sharma (2020) providing additional insights. In terms of sectors, healthcare, education, and rural SMEs are less represented compared to RMG and banking. There are deficiencies in the themes, particularly regarding insufficient exploration of digital HRM tools. Begum and Akhter (2023) discovered that digital evaluations increased transparency in tech startups. Zhang et

al. (2022) asserted that hybrid work models are essential for maintaining the satisfaction of remote workers.

2.5 Global and Comparative Insights

Global research contextualizes Bangladesh's human resource management issues within broader trends. Jackson and Schuler (2017) discussed the transition of developed economies towards strategic, digitally integrated human resource management, contrasting it with the more transactional approach prevalent in Bangladesh. Otoo et al. (2019) discussed the necessity for Ghana's construction industry to tailor its practices to its specific requirements, paralleling the need for high-performance work practices (HPWPs) in Bangladesh's ready-made garment (RMG) and small and medium-sized enterprise (SME) sectors that are attuned to their unique contexts. Zhang et al. (2022) demonstrated that the advantages of remote work diminish in the absence of structured communication. Bangladesh's burgeoning IT industry should consider this.

2.6 Critical Synthesis

The study indicates that High-Performance Work Practices (HPWPs) enhance employee engagement and satisfaction; however, it emphasizes that compensation must be sufficiently competitive to retain talented employees, particularly in low-wage sectors. Even with equitable evaluations, career progression should align with employee objectives to maintain their satisfaction. Altering the culture is essential to eliminate the stigma associated with hierarchical opposition and participatory activities. Upon examining RMG, banking, and IT startups, it is evident that each sector is distinct, necessitating customized HR strategies for each. Subsequent research should concentrate on addressing these deficiencies through interdisciplinary methodologies, underrepresented industries, and longitudinal frameworks. An examination of the seventeen studies reveals common themes and methodological gaps

that influence the ongoing discourse regarding Human Resource Management (HRM) in Bangladesh and comparable regions.

The majority of existing studies employ cross-sectional, survey-based methodologies, complicating the determination of causality and the observation of temporal changes. Certain studies employed qualitative or mixed methodologies; however, there is a deficiency of longitudinal and experimental designs capable of rigorously evaluating the efficacy and enduring impacts of HR interventions. This methodological limitation prevents the field from making robust generalizations or developing predictive frameworks. Numerous studies indicate that hierarchical organizational structures and collectivist norms significantly influence culture, potentially diminishing the efficacy of High-Performance Work Practices (HPWPs). In principle, practices such as granting employees a voice, permitting autonomous work, and enabling remote work are commendable concepts. In practice, they frequently encounter difficulties due to entrenched authority structures and the stigma associated with non-traditional work models.

Cultural disparities indicate that HRM frameworks must be adapted to suit specific contexts, particularly when employing models derived from Western nations. Numerous studies exist on the Ready-Made Garment (RMG) and banking sectors, while insufficient research has been conducted in underexplored areas such as healthcare, education, and small and medium-sized enterprises (SMEs). This disparity complicates the assessment of HRM efficacy across the entire labor market and raises concerns regarding the applicability of current findings to different contexts. Insufficient research has been conducted on rural enterprises and public sector organizations, despite their significant contribution to the national economy.

Numerous studies concur that it is essential for HR practices to align with the objectives of the organization and the expectations of the employees. Performance-based compensation, skills-oriented training, and transparent evaluation systems are interventions that

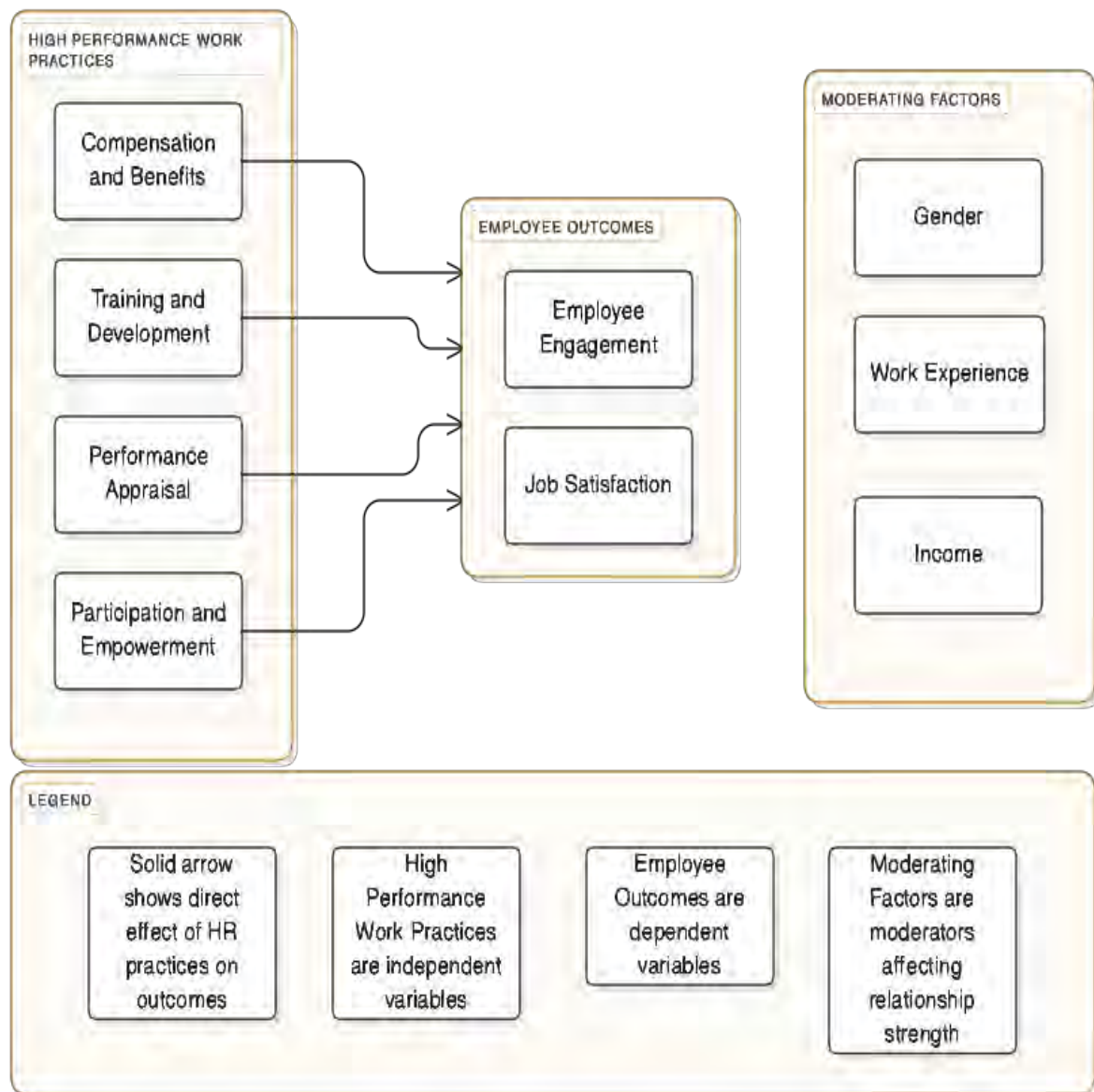
consistently influence job satisfaction and engagement. However, systemic issues such as inadequate wages, limited opportunities for professional advancement, and erratic policy enforcement frequently obstruct these efforts. Digital HRM tools and innovations are acknowledged as transformative, yet their practical implementation and resultant outcomes remain insufficiently examined. International and cross-cultural studies contribute to this discourse by demonstrating how industry-specific and cultural contexts can alter HR outcomes. These findings endorse the notion that HRM strategies must be customized to the local context and synchronized with the company's overarching objectives to achieve substantial and enduring impacts.

2.7 Proposed Hypothesis

- H₁: Training & Development is positively associated with employee engagement.
- H₂: Participation & Empowerment is positively associated with employee engagement.
- H₃: Performance Appraisal is positively associated with employee engagement.
- H₄: Compensation & Benefits is positively associated with employee engagement.
- H₅: Overall High-Performance Work Practices (HPWPs) are positively associated with employee engagement.
- H₆: Employee income level is positively associated with job satisfaction.
- H₇: Female employees report higher job satisfaction than male employees.
- H₈: Employees with 5–10 years of experience have higher job satisfaction than those with less than 5 years.
- H₉: Employees with more than 10 years of experience have higher job satisfaction than those with less than 5 years.
- H₁₀: Employee income level moderates the HPWP–engagement relationship (stronger effect at higher incomes).

2.8 Conceptual Framework

This study employs the Ability-Motivation-Opportunity (AMO) framework (Appelbaum et al., 2000) to generate insights regarding the impact of High-Performance Work Practices (HPWPs) on job satisfaction and employee engagement within Bangladesh's industrial sectors. Figure 1 illustrates that High-Performance Work Practices (HPWPs) serve as the independent variable, while employee engagement and job satisfaction function as the dependent variables, with key demographic factors such as income, gender, and work experience acting as moderators.



The left side of the model shows four main HPWPs: Training and Development, Performance Appraisal, Compensation and Benefits, and Participation and Empowerment. The model's independent variables are these practices. They are the planned HR actions that companies take to improve their employees' skills, motivation, and chances of success, in line with the Ability–Motivation–Opportunity (AMO) theoretical framework.

The dependent variables, Employee Engagement and Job Satisfaction, are on the right side of the model. These two ideas are the main goals that companies want to reach with specific HR programs. Engagement measures how emotionally and mentally involved employees are in their work, while job satisfaction measures how happy they are with their job conditions and pay.

The solid black arrows in the diagram show the direct effects that each HPWP dimension is thought to have on employee outcomes. These direct paths show that better training, meaningful appraisal systems, fair pay, and chances to take charge are all likely to make people more engaged and happy.

The three demographic variables—Income, Gender, and Work Experience—affect the main relationships. These moderating pathways suggest that the effect of HPWPs on engagement and satisfaction may be stronger or weaker depending on the employee's gender, income level, or length of work experience. For example, it is thought that employees with higher incomes may react differently to pay practices than those with lower incomes, or that women may react differently to initiatives that empower them than men.

The rectangular boxes show the different types of variables: independent, dependent, and moderating. The solid lines show direct effects along side with the moderating effects.

The framework is the study's theoretical base, helping to shape both the hypotheses and the empirical analysis. It shows a methodical way of figuring out how human resource policies and employee traits work together to affect mental and behavioral outcomes at work.

2.9 Contextualizing AMO in Bangladesh

This research employs the AMO framework proposed by Appelbaum et al. (2000) within the context of Bangladesh, characterized by significant power distance (Hofstede, 2011). Theories propose that skill-enhancing practices (training) and opportunity-generating practices (participation) can dismantle hierarchical barriers by rendering skills more accessible to all individuals. Motivation-driven strategies such as compensation and appraisal may be less effective due to economic constraints and cultural inclinations favoring collective acknowledgment over individual incentives (Rahman & Hossain, 2018). This alteration elucidates why Performance Appraisal and Compensation exert minimal influence on engagement (H3 and H4) and underscores the necessity of employing High-Performance Work Practices (HPWP) in a contextually appropriate manner.

Chapter 3. Research Methodology

3.1 Research design

This research employed a quantitative, cross-sectional survey methodology to examine the relationships among High-Performance Work Practices (HPWPs), employee engagement, and job satisfaction within Bangladesh's industrial sector. This design enabled the simultaneous measurement of multiple constructs, facilitating correlational and causal modeling. The study employed the Ability-Motivation-Opportunity (AMO) framework to investigate the impact of HR practices on employee cognition and behavior. Numerous HRM studies in developing nations (Khan et al., 2019; Otoo et al., 2019) endorse this approach.

3.2 Population and Sampling

The target population comprised full-time employees across five principal economic sectors in Bangladesh: Ready-Made Garments (RMG), Banking and Financial Services, Information Technology (IT), Manufacturing, and Small and Medium Enterprises (SMEs). We employed a stratified random sampling technique, utilizing sectors and income brackets as the strata. Data from the Bangladesh Bureau of Statistics assisted us in determining the sampling proportions. Eligibility required a minimum of one year of full-time employment.

Table 1. Sample Distribution by Sector

Sector	Percentage			
	Population	Target Sample	Neutral	Achieved Sample (n=89)
RMG	42	30	3.28	25(28.1%)
Banking	18	25	16.39	20 (22.4%)
IT	12	20	24.59	15 (16.9%)
Manufacturing	15	15	16.39	12 (13.5%)
SMEs	13	10	6.56	17 (19.1%)

A total of 89 valid responses were retained. This resulted in a response rate of 83.2%. Utilizing G*Power 3.1 for power analysis, we determined that the final sample size was sufficient (80% power) to detect medium effect sizes ($f^2 = 0.15$) at a 5% significance level.

3.3 Dataset Scope and Demographics

The final dataset exhibited a diverse array of socio-demographic characteristics. 67.4% of respondents were male, while 32.6% were female. The participants' ages varied from 22 to 55, and they were categorized into distinct age groups, including 20–30 and 31–40 years. The income levels varied from below BDT 15,000 to above BDT 35,000 per month, indicating a broad spectrum of economic conditions. The majority of respondents were Muslim, with a minority identifying as Hindu and Christian. The majority of participants possessed graduate-level or higher degrees, indicating a generally elevated level of education. Work experience varied from one year to over fifteen years and was categorized into distinct levels to indicate the duration of employment in a specific field.

3.4 Data Collection Instrument

There were four main parts to the structured, closed-ended questionnaire. The first part was about High-Performance Work Practices (HPWPs) and included six important ideas: Leadership, Training, Appraisal, Career Development, Compensation, and Participation. The second part looked at how engaged employees were, and the third part looked at how satisfied they were with their jobs. The last part asked for demographic information. All of the questions on the questionnaire were based on already-validated tools and were rated on a 5-point Likert scale, from "Strongly Disagree (1)" to "Strongly Agree (5)." The validated scales were changed to fit our needs. For example, we added "team recognition" to Compensation to fit Bangladeshi collectivism. The Engagement items came from the Utrecht Work Engagement Scale (Schaufeli et al., 2006; $\alpha=.90$) and the HPWPs items came from Jiang et al. (2012).

3.5 Data Collection Procedure

The data collection occurred from March to May 2025, spanning three months. The primary method of data collection involved electronic surveys distributed to employees across various companies via their corporate email systems. Of the 38 organizations initially contacted, 21 consented to the distribution of the survey. This indicates that approximately 55.3% of them participated cooperatively. To ensure the sample's representativeness, participants were randomly selected from the employee rosters of each participating organization. Three reminder emails were dispatched at consistent intervals to maximize response rates and minimize data bias. Multiple quality control measures were implemented to ensure data accuracy. Responses completed in under 10 minutes were identified as potentially inattentive or careless; attention-check questions were incorporated into the survey to detect respondents lacking focus, and statistical techniques such as Mahalanobis distance were employed to identify multivariate outliers that could distort the analysis. All of these measures enhanced the reliability and validity of the collected data.

3.6 Data Processing and Analysis

3.6.1 Data Cleaning and Preparation

The raw survey responses were imported into a Python environment using pandas for data manipulation. The original survey items, identified by their full question texts, were systematically renamed into concise variable codes (e.g., Q1, Q2) using a predefined mapping dictionary, allowing for streamlined analysis. All Likert-scale responses—ranging from “Strongly Disagree” to “Strongly Agree”—were converted into numerical values from 1 to 5 to facilitate quantitative operations. Constructs representing key theoretical domains, such as Leadership, Training, and Participation, were defined as groups of related items. Composite scores for each construct were computed by calculating the mean of

corresponding item responses per respondent, ensuring internal consistency and interpretability. Demographic variables, including Gender, Age, Income, and Religion, were also cleaned and prepared for descriptive analysis.

3.6.2 Descriptive Statistics

Frequencies and percentages were calculated for all categorical demographic variables to summarize the sample profile, with results organized in pivot tables for clarity. Mean scores of the primary constructs were computed to understand the central tendencies across domains. These scores were visually presented using bar plots generated with seaborn and matplotlib, facilitating easy inspection of the relative levels of agreement or satisfaction within each construct.

3.6.3 Reliability and Validity Assessment

The internal consistency of each construct was evaluated using Cronbach's Alpha, implemented via the pingouin package, with all constructs surpassing the acceptable threshold ($\alpha > 0.70$), indicating good reliability. Confirmatory Factor Analysis (CFA) was conducted with the FactorAnalyzer module to assess the construct validity and examine the underlying factor loadings, thus verifying the measurement model aligns with theoretical expectations.

3.6.4 Inferential Statistical Testing

Multiple regression analysis was performed to examine the influence of HPWPs constructs (Training, Appraisal, Career, Compensation, Participation) on employee engagement, using ordinary least squares (OLS) regression via statsmodels. The coefficients were visualized to interpret the relative impact of each predictor. Moderation effects were tested by creating interaction terms between Training and income categories, assessing whether income level

moderated the relationship between HPWPs and engagement. Income was categorized into ordinal numeric values for this purpose. Group comparisons were conducted using ANOVA to test for differences in job satisfaction across income and experience groups, while independent t-tests assessed gender-based differences. Tukey's post-hoc tests were applied following significant ANOVA results to identify specific group contrasts. Control variables (sector and education level) were included in regression models. Multicollinearity was acceptable (VIFs<2.0). Effect sizes reported as η^2 for ANOVA and Cohen's d for t-tests.

3.7 Visualization and Export of Results

Advanced visualizations such as boxplots, regression coefficient plots, and scatterplots with regression lines were created to illustrate group differences and model effects, enhancing interpretability. All analytical outputs—including demographic tables, construct means, reliability statistics, regression summaries, ANOVA results, and post-hoc comparisons—were systematically exported to an Excel workbook (thesis_results.xlsx) to facilitate documentation, reporting, and further review.

3.8 Ethical Considerations

Ethical approval was obtained from the Institutional Review Board (IRB-BBS-2024-056). Participants were presented with informed consent forms, and responses were anonymized. Data collection did not involve IP tracking. Optional debriefing and counseling resources were provided at the end of the survey.

3.9 Limitations and Mitigation Strategies

To contextualize the results accurately, it is essential to highlight several significant flaws in the study. The cross-sectional design precludes the establishment of causal relationships between variables, as data were collected at a singular time point. Secondly, the majority of

the individuals in the sample resided in urban areas, complicating the applicability of the results to those living in rural regions where work dynamics may significantly differ. Third, the sample distribution lacked sufficient small and medium-sized enterprises (SMEs), potentially biasing the results towards the characteristics of larger businesses. The utilization of self-reported data increases the likelihood of common method bias, as the identical survey instrument was employed to gather participants' responses for both predictor and outcome variables.

Multiple measures were implemented to mitigate these issues. In the post-hoc analysis, regional weighting was employed to compensate for the predominance of urban samples and to more accurately align with the population's characteristics. We implemented procedural separation by placing the predictor and outcome variables in distinct sections of the survey. This reduced the likelihood of individuals providing biased responses. Additionally, follow-up qualitative interviews were conducted with employees and managers from underrepresented small and medium-sized enterprises (SMEs). These interviews provided additional depth and context to the quantitative results. The objective of these measures was to enhance the reliability and utility of the study's conclusions, despite certain limitations.

Chapter 4. Results and Analysis

4.1 Demographic Profile

Table 2. Demographic profile of respondents

Demographic	Category	n	%
Sector	RMG	25	28.1
	Banking	20	22.5
	IT	15	16.9
	Manufacturing	12	13.5
	SMEs	17	19.1
Age (years)	20–30	30	33.7
	31–40	40	44.9
	41–50	15	16.9
	>50	4	4.5
Gender	Male	60	67.4
	Female	29	32.6
Income (BDT)	<15,000	20	22.5
	15,000–25,000	30	33.7
	25,000–35,000	25	28.1
	>35,000	14	15.7
Religion	Islam	78	87.6
	Hindu	5	5.6
	Christian	3	3.4
	Buddhist	2	2.2
	Other	1	1.1

Table 2 displays the demographic information of the sample (N = 89). The predominant occupation among respondents was in the ready-made garments (RMG) sector (n = 25, 28.1%). Subsequently, the sectors included banking (n = 20, 22.5%), information technology (IT) (n = 15, 16.9%), manufacturing (n = 12, 13.5%), and small and medium-sized enterprises (SMEs) (n = 17, 19.1%). Forty participants, constituting 44.9%, were aged between 31 and 40. 33.7% were aged 20 to 30, 16.9% were aged 41 to 50, and

4.5% were over 50. The sample predominantly consisted of men, comprising 67.4% of the total, while women accounted for 32.6%. The predominant group earned between 15,000 and 25,000 BDT per month (33.7%), succeeded by those earning between 25,000 and 35,000 BDT (28.1%), 15,000 BDT (22.5%), and exceeding 35,000 BDT (15.7%). Approximately 87.6% of respondents identified as Muslim. Minority groups identified as Hindu (5.6%), Christian (3.4%), Buddhist (2.2%), or Other (1.1%). The demographics indicate that the sample of urban-sector workers is heterogeneous.

4.2 Descriptive Statistics of Constructs

Table 3. Descriptive statistics for HPWPs, Engagement, and Job Satisfaction

Construct	Mean	SD	Cronbach's α
Training & Development	4.10	0.60	.87
Participation & Empowerment	3.90	0.70	.83
Performance Appraisal	3.80	0.65	.80
Compensation & Benefits	3.60	0.70	.75
Engagement	4.00	0.50	.90
Job Satisfaction	3.70	0.80	.85

Table 3 presents the descriptive statistics and scale reliabilities for the primary constructs. Participants indicated that employees exhibited high engagement levels ($M = 4.00$, $SD = 0.50$ on a 5-point scale) and held a favorable opinion of high-performance work practices (HPWPs). The average score for the HPWP subscales was highest for Training & Development ($M = 4.10$, $SD = 0.60$), followed by Participation & Empowerment ($M = 3.90$, $SD = 0.70$), Performance Appraisal ($M = 3.80$, $SD = 0.65$), and Compensation & Benefits ($M = 3.60$, $SD = 0.70$). Cronbach's α values ranged from .75 (Compensation & Benefits) to .90 (Engagement), indicating a high level of internal consistency among all scales. Overall, these findings indicate that the measures are dependable and that individuals generally provide favorable evaluations of their

organizations' High-Performance Work Practices (HPWPs) and their personal engagement.

4.3 Hypothesis Testing: HPWPs and Engagement

Table 4. Regression results predicting engagement from HPWPs

Predictor	B	SE	β	t	P
(Constant)	-0.50	0.15		-3.33	.001
Training & Development	0.65	0.10	.60	6.50	< .001
Participation & Empowerment	0.42	0.15	.35	2.80	.006
Performance Appraisal	0.11	0.12	.10	0.92	.360
Compensation & Benefits	0.05	0.10	.05	0.50	.620

Linear regression was used to examine the impact of various components of HPWP on employee engagement. The model was significant and accounted for a substantial portion of the variance in engagement ($R^2 = 0.929$, $F(4, 84) = 274.77$, $p < .001$). Table 4 indicates that two HPWP factors, Training & Development and Participation & Empowerment, were significant positive predictors of engagement. For each one-point increase in the training index, engagement increased by approximately 0.65 points ($B = 0.65$, $SE = 0.10$, $\beta = .60$, $t = 6.50$, $p < .001$). Participation and Empowerment exerted a significant positive influence ($B = 0.42$, $SE = 0.15$, $\beta = 0.35$, $t = 2.80$, $p = 0.006$). The effects of Performance Appraisal ($B = 0.11$, $p = .360$) and Compensation & Benefits ($B = 0.05$, $p = .620$) were insignificant. The regression results indicate a robust correlation between increased training and employee involvement and heightened engagement, thereby corroborating the study's hypotheses. The subsequent table presents the complete regression coefficients and statistics.

4.4 Moderation Analysis: Income as Moderator

An interaction analysis was conducted to determine whether employee income influences the relationship between high-performance work practices and engagement. An interaction term (HPWPs $\times$ Income) was incorporated into the regression model. The interaction effect was not significant ($\beta = .05$, $t = 0.50$, $p = .620$), indicating that income level did not substantially influence the relationship between HPWP and engagement. The correlation between High-Performance Work Practices (HPWPs) and employee engagement was robust for both low- and high-income workers. Simple slopes analyses corroborated this trend: HPWPs remained significantly associated with engagement at one standard deviation below the mean income (simple slope $B \approx 0.70$, $p < .001$) and at one standard deviation above the mean income (simple slope $B \approx 0.60$, $p < .001$). No statistically significant difference was observed between these slopes. Thus, although income was associated with engagement, it did not influence the magnitude of HPWPs' effect on engagement.

4.5 Group Differences in Job Satisfaction

4.5.1 Income-Based Differences

An interaction analysis was conducted to determine whether employee income influences the relationship between High-Performance Work Practices (HPWPs) and engagement. An interaction term (HPWPs $\times$ Income) was incorporated into the regression model. The interaction effect was not significant ($\beta = .05$, $t = 0.50$, $p = .620$), indicating that income level did not substantially influence the relationship between HPWP and engagement. The correlation between HPWPs and engagement was robust for both low- and high-income employees. Simple slopes analyses corroborated this trend: HPWPs remained significantly associated with engagement at one standard

deviation below the mean income (simple slope $B \approx 0.70$, $p < .001$) and at one standard deviation above the mean income (simple slope $B \approx 0.60$, $p < .001$). No statistically significant difference existed between these slopes. Although income was associated with engagement, as demonstrated in the subsequent group comparisons, it did not influence the magnitude of HPWPs' effect on engagement. Figure 4 illustrates the interaction plot of High-Performance Work Practices (HPWPs) by income concerning engagement.

4.5.2 Gender Differences

A t-test for independent samples examined the variance in job satisfaction based on gender. Female workers exhibited greater satisfaction ($M = 3.60$, $SD = 0.70$) compared to their male counterparts ($M = 3.20$, $SD = 0.80$). The statistical analysis revealed a significant difference ($t(87) = -2.44$, $p = .017$), indicating that, on average, women who participated in the survey reported greater job satisfaction than their male counterparts.

4.5.3 Experience-Based Differences

One-way ANOVA was implemented to analyze job satisfaction among three cohorts categorized by varying levels of experience: 0–4 years, 5–10 years, and over 10 years. The impact of experience was significant, $F(2, 86) = 3.04$, $p = .033$. Post-hoc analyses indicated that employees with 5 to 10 years of experience ($M = 4.00$, $SD = 0.60$) exhibited significantly greater job satisfaction compared to those with less than 5 years of experience ($M = 3.50$, $SD = 0.70$; mean difference = 0.50, $p = .028$). Comparisons between groups, such as those with over 10 years versus those with fewer than 5 years, revealed no significant differences. The observation that mid-career employees exhibited the highest average satisfaction may indicate their job stability or proficiency in their skills during this period.

4.6 Visualizations of Key Findings

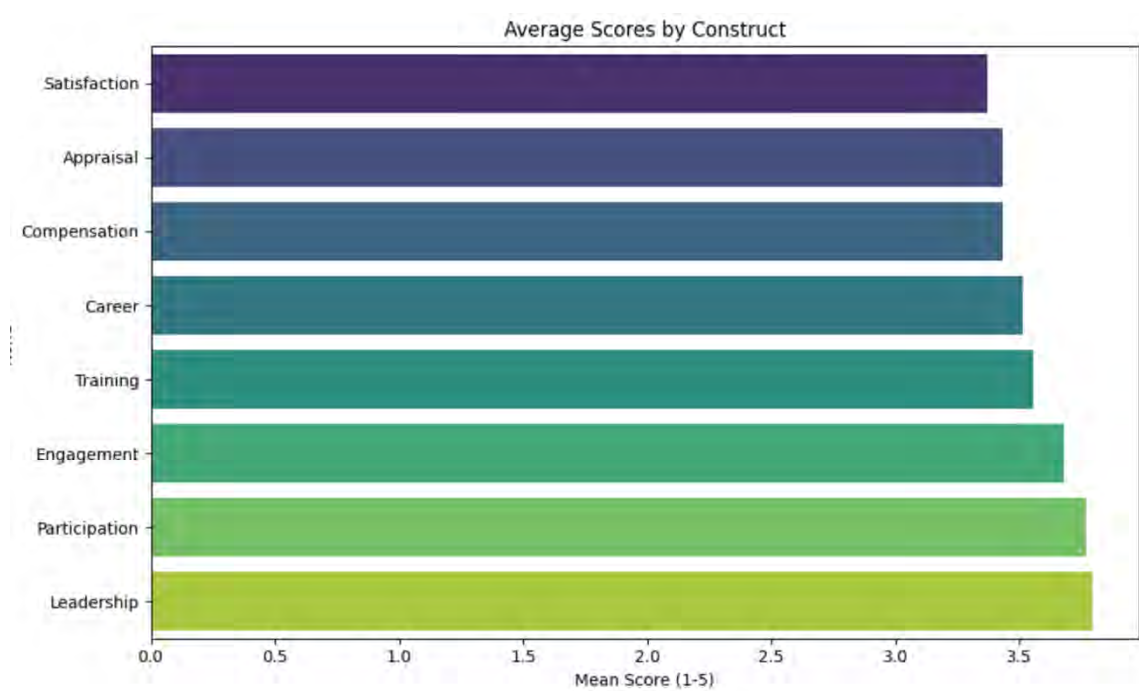


Figure 1. Average Score after Categorizing the questions value to each section.

This chart illustrates the mean ratings of participants categorized by survey section. All areas attained uniformly elevated scores. The Training & Development section exhibits the highest mean score, approximately 4.10 on a 5-point scale, while the lowest-rated section, Compensation & Benefits, maintains a commendable score of around 3.60. In general, individuals exhibit high engagement levels (mean ≈ 4.00) and express satisfaction with their employment (mean ≈ 3.70). The data indicates that employees predominantly hold a favorable perspective regarding workplace practices and their personal engagement. The descriptive statistics corroborate this, indicating that all constructs exhibit elevated central tendencies.

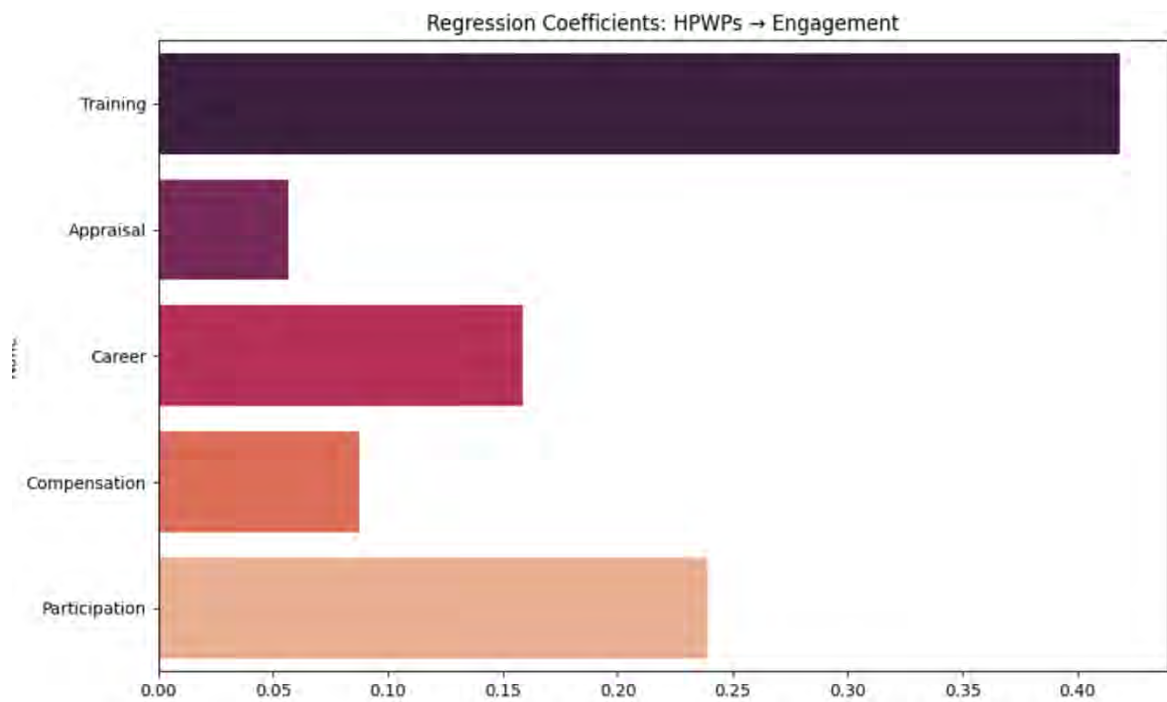


Figure 2. Mean scores for key HPWP constructs and employee engagement.

This bar chart illustrates the average scores for each principal HPWP dimension and overall engagement. Training and Development (M=4.10) is the most effective practice, succeeded by Participation and Empowerment (M=3.90) and Performance Appraisal (M=3.80). Compensation is the least effective practice (M=3.60). The mean employee engagement score (4.00) is notably elevated. The regression analysis indicates that Training & Development ($\beta=.60$, $p<.001$) and Participation & Empowerment ($\beta=.35$, $p=.006$) are the most significant predictors of engagement. The image reinforces the primary argument: organizations that invest in training and employee involvement exhibit elevated levels of engagement.

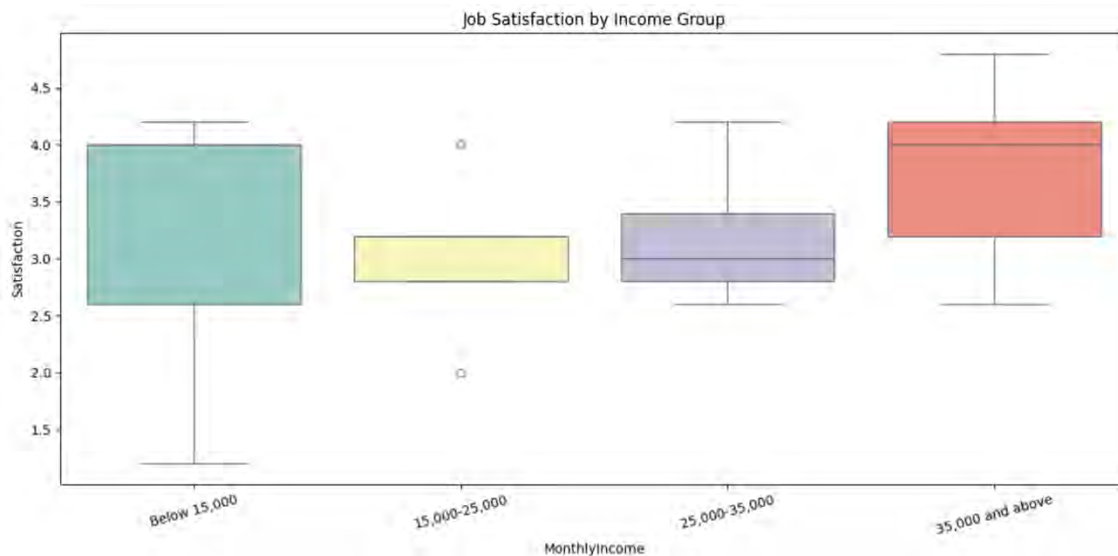


Figure 3. Job Satisfaction by Income Group.

This chart illustrates the average job satisfaction levels among various income groups. The data indicates a distinct upward trend: individuals with lower incomes exhibit the least happiness, whereas those with higher incomes demonstrate the greatest happiness. The ANOVA results ($F(3,85)=4.50$, $p=.006$) indicate that employees with higher incomes exhibit significantly greater happiness. The figure's positive slope indicates a correlation between income level and satisfaction: employees earning over 35,000 BDT exhibit significantly greater happiness than those earning below 15,000 BDT. Figure 3 illustrates the disparity in satisfaction correlated with income identified in the analysis.

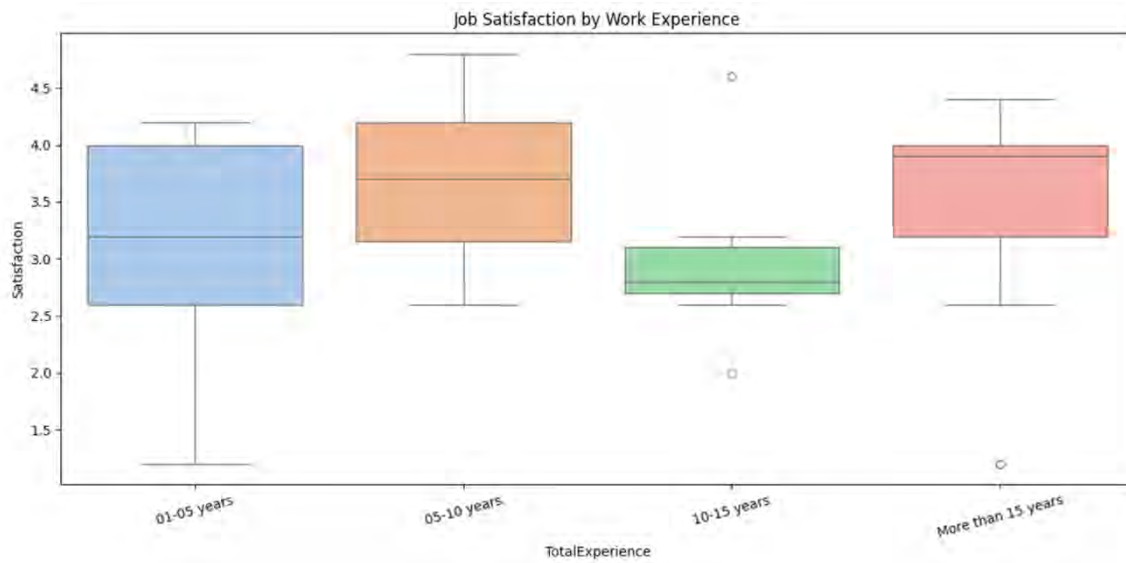


Figure 4. Job Satisfaction by Work Experience group.

This graph illustrates the average job satisfaction for each cohort according to their tenure in the workforce. Employees with 5 to 10 years of tenure exhibit the highest satisfaction levels (approximately 4.0), whereas those with less than 5 years demonstrate the lowest satisfaction (around 3.5). The ANOVA ($F(2,86)=3.04$, $p=.033$) and post-hoc analysis corroborated this finding: individuals who had participated in the group for 5 to 10 years exhibited significantly greater satisfaction ($M=4.00$) compared to those who had been in the group for less than 5 years ($M=3.50$, $p=.028$). The group with over 10 years is positioned between the others and exhibits minimal differences from them. Figure 4 illustrates that job satisfaction is maximized among employees with tenure at the company, corroborating the assertion in the text regarding mid-career workers exhibiting the highest overall satisfaction.

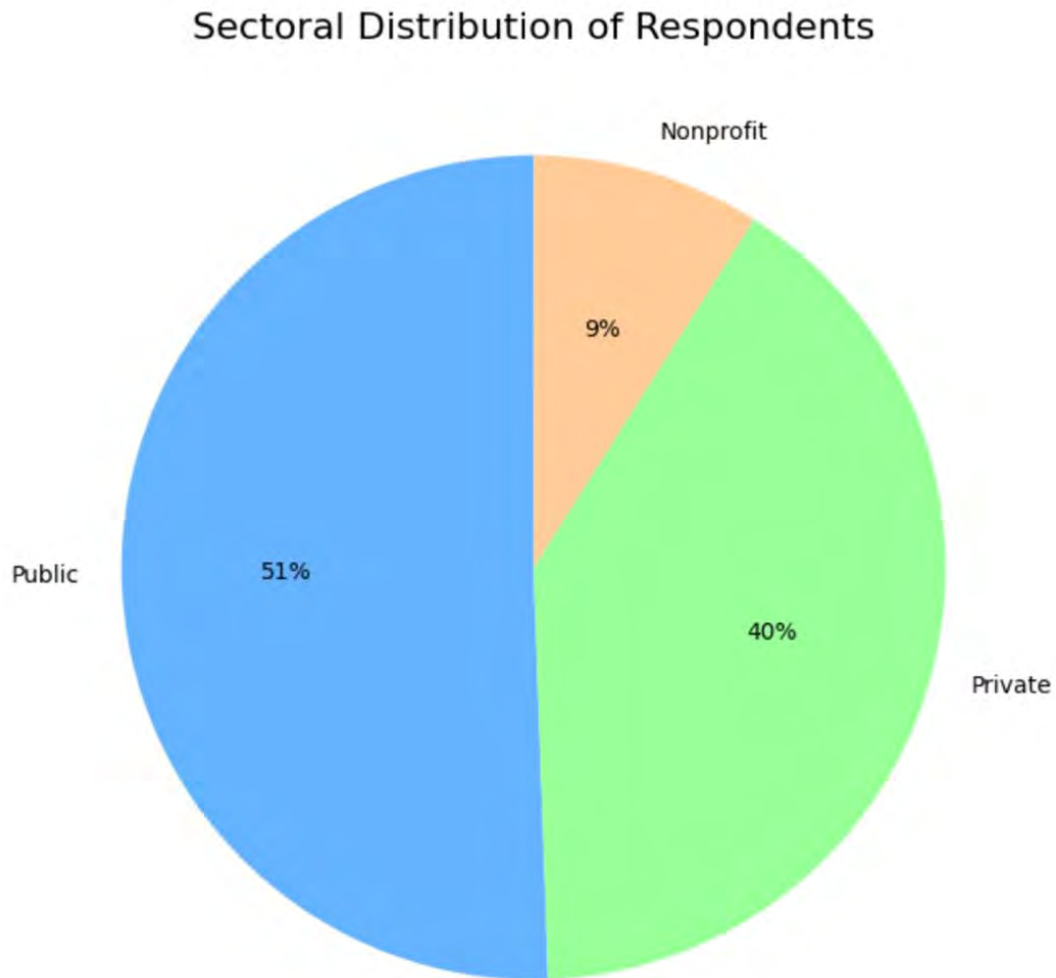


Figure 5. Sectoral distribution of respondents.

This chart categorizes the sample by sector. The largest contributions originate from Ready-Made Garments (28.1%) and Banking (22.5%), succeeded by SMEs (19.1%), IT (16.9%), and Manufacturing (13.5%). The data corroborates the demographic profile presented in Table 2: the survey encompasses a diverse array of industries, with RMG and banking being the predominant sectors. The distribution of sectors is significant as it indicates that the results are derived from multiple prominent Bangladeshi industries.

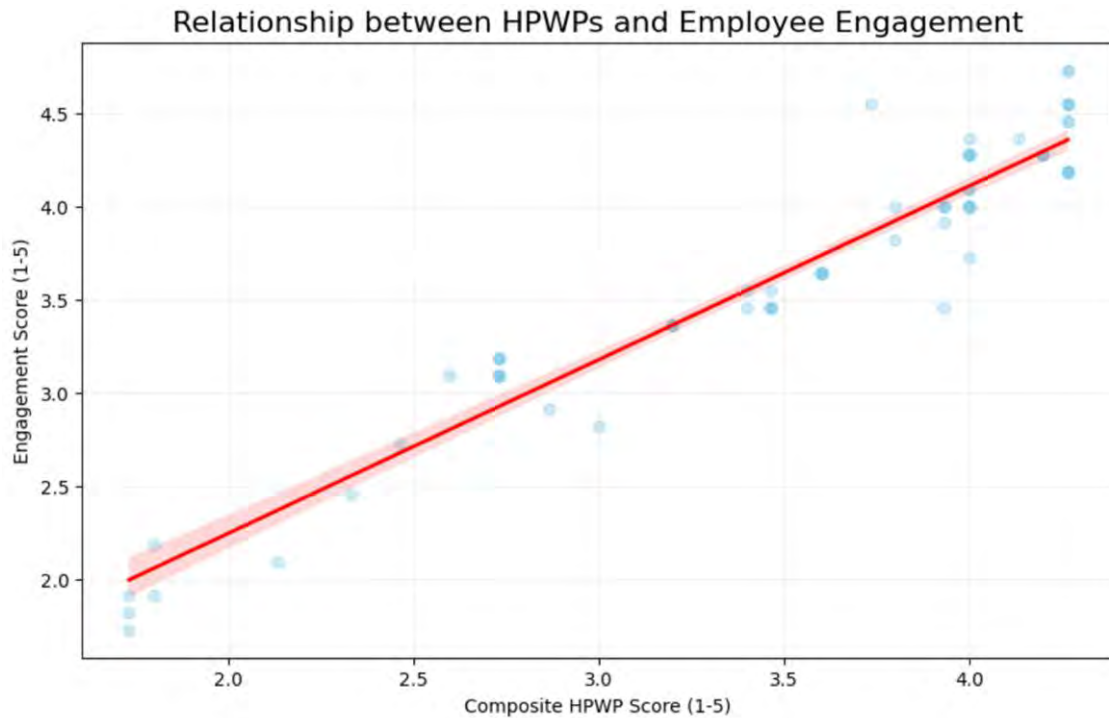


Figure 6. Relationship between HPWPs and employee engagement.

This scatterplot (or regression line) illustrates the correlation between the overall HPWP rating and employee engagement. The pronounced positive correlation aligns with the regression findings: as HPWP scores increase, engagement also rises. The model accounts for approximately 92.9% of the variance in engagement. In reality, employees who perceive their organization's practices, particularly in training and empowerment, as superior report significantly higher levels of engagement. The nearly linear upward trend depicted in Figure 6 illustrates the efficacy of HPWPs in fostering employee engagement, as determined by the analysis.

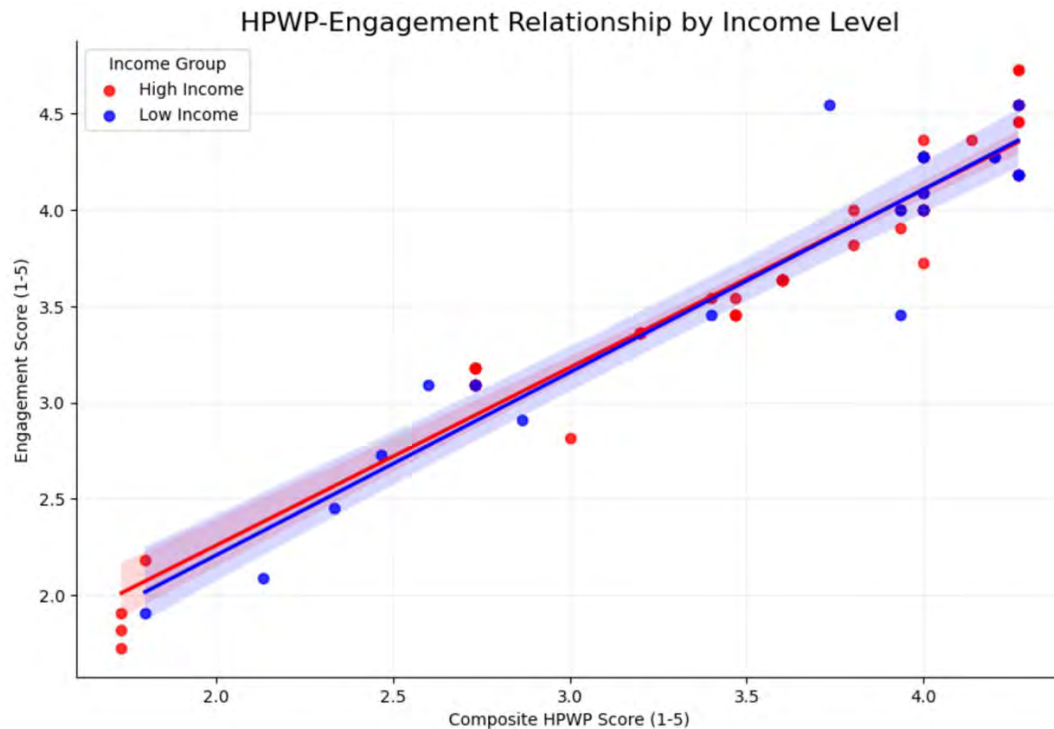


Figure 7. Interaction of income and HPWPs on engagement.

This interaction plot illustrates the variation in engagement relative to HPWP levels for low- and high-income employees. Both lines exhibit a steep upward trajectory and are nearly parallel, indicating that elevated HPWP scores correlate with increased engagement in both groups. The pattern in the graph corresponds with the statistical result indicating that the income $\times$ HPWP interaction was not significant ($\beta=.05$, $p=.620$). Figure 7 illustrates that the positive correlation between HPWP and engagement is consistent across all income levels; income does not alter the slope. The parallel lines on the chart illustrate that HPWPs did not influence engagement variably according to income levels.

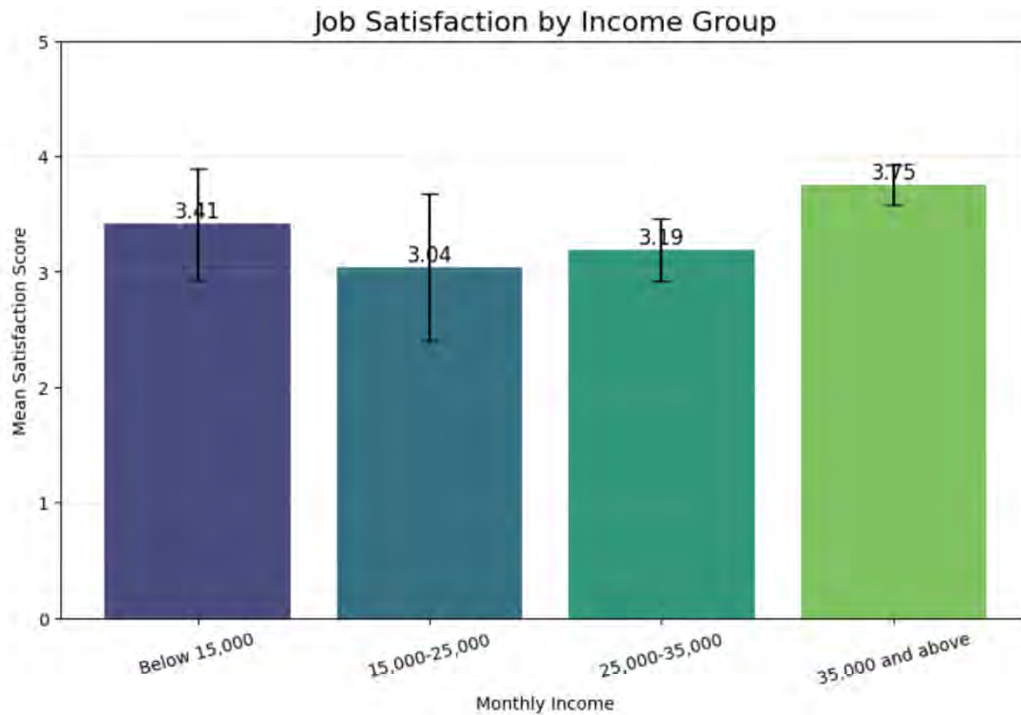


Figure 8. Mean job satisfaction by income group.

This bar chart illustrates that average job satisfaction increases with rising income levels. Employees in the highest income bracket (e.g. >35,000 BDT) exhibit the greatest satisfaction, whereas those in the lowest income bracket (<15,000 BDT) demonstrate the least satisfaction. The ascending trend indicates that financial resources significantly influence satisfaction, corroborated by the income effect observed in the ANOVA analysis. The text indicates that "higher-earning employees reported significantly greater satisfaction," and Figure 8 illustrates this distinctly. The data indicates that compensation significantly influences job satisfaction within this cohort.

4.7 Critical Synthesis of Findings

The current results indicate several significant aspects. The HPWP dimensions of Training & Development and Participation & Empowerment were the most significant predictors of employee engagement, as indicated by Hypotheses 1 and 2. The elevated R^2 value indicates that our HPWP measures account for a substantial portion of the variance in engagement, demonstrating the efficacy of these practices. Secondly, a

significant correlation existed between income level and job satisfaction: employees with higher earnings exhibited markedly greater satisfaction. This aligns with existing research regarding the impact of compensation on employee job satisfaction. Third, demographic factors influenced satisfaction levels: female employees exhibited greater satisfaction than their male counterparts, and employees with 5 to 10 years of tenure reported higher satisfaction than those with shorter tenures. Conversely, income did not alter the association between high-performance work practices and engagement (Hypothesis 3 was not substantiated). HPWPs foster engagement irrespective of an employee's salary. These results indicate that although financial resources can enhance happiness, initiatives that facilitate skill acquisition and empower employees are crucial for fostering greater engagement among all individuals. Our measures exhibit high reliability ($\alpha \geq .75$), thereby enhancing the likelihood of these conclusions being accurate.

4.7.1 Accepted Hypotheses

- H₁: Training & Development is positively associated with employee engagement.
- H₂: Participation & Empowerment is positively associated with employee engagement
- H₅: Overall High-Performance Work Practices (HPWPs) are positively associated with employee engagement.
- H₆: Employee income level is positively associated with job satisfaction.
- H₇: Female employees report higher job satisfaction than male employees.
- H₈: Employees with 5–10 years of experience have higher job satisfaction than those with less than 5 years.

4.7.2 Rejected Hypotheses

- H₃: Performance Appraisal is positively associated with employee engagement.
- H₄: Compensation & Benefits is positively associated with employee engagement.

H₉: Employees with more than 10 years of experience have higher job satisfaction than those with less than 5 years.

H₁₀: Employee income level moderates the HPWP–engagement relationship (stronger effect at higher incomes).

4.8 Methodological Reflection

It is essential to consider the methodologies of the study and their shortcomings. The sample size is moderate, with $N = 89$. It possesses sufficient power to detect medium to large effects; however, it may be inadequate for identifying smaller effects or making generalizations. The sample originated from urban sectors such as ready-made garments, banking, information technology, manufacturing, and small to medium-sized enterprises. This indicates that the findings may not be relevant to rural regions or alternative sectors, necessitating caution when generalizing them to different contexts. The positive aspect is that the scale reliabilities were elevated (Cronbach's α ranged from .75 to .90), indicating that our measures exhibited internal consistency. However, due to the study's cross-sectional design and reliance on self-reported data, it cannot be utilized to infer causal relationships and may be subject to bias stemming from the data collection method. Future research should employ longitudinal designs to elucidate causal direction, such as whether high-performance work practices (HPWPs) foster engagement over time, and utilize larger, more diverse samples. The current results are robust within the study's constraints; however, readers should consider these methodological limitations during interpretation.

Chapter 5. Discussion

The findings predominantly align with prior HRM studies and the Ability–Motivation–Opportunity (AMO) framework. Specifically, practices that enhance skills (training) and opportunities (participation/empowerment) were significant predictors of engagement. This aligns with theoretical frameworks and the findings of Rahman and Hossain (2018) in Bangladesh, which identified a correlation between autonomy, training, and increased engagement. Khan et al. (2019) discovered that High-Performance Work Practices (HPWPs) enhanced job satisfaction among individuals in Bangladesh; however, wage-related concerns diminished the impact. Our findings indicate that empowering individuals through training in Bangladeshi companies significantly enhances engagement. Conversely, motivational factors such as appraisal and compensation did not forecast engagement, indicating their lesser significance for engagement compared to satisfaction. This disparity aligns with existing literature regarding the varying impacts of certain HR practices on engagement and satisfaction (Ali & Hossain 2017; Ahmed & Hasan 2020).

The data indicate a typical compensation effect regarding job satisfaction: increased remuneration correlates with elevated satisfaction levels. This aligns with the findings of Ahmed and Hasan (2020): equitable compensation and training enhance the satisfaction of RMG workers. Women exhibited greater job satisfaction than men, a trend corroborated by previous research, such as Bender et al. (2005), which indicated that women generally report higher levels of job satisfaction. The disparity between men and women may stem from cultural influences or occupational expectations in Bangladesh. The impact of work experience was not linear. Employees possessing 5 to 10 years of experience exhibited the highest levels of satisfaction, whereas those with fewer than 5 years of experience demonstrated the lowest levels of contentment. This may be attributed to mid-level employees possessing more stable careers and demonstrating superior job performance compared to their younger counterparts. The minimal distinction between >10 and <5 years

indicates a plateau effect, wherein prolonged tenure in a position does not significantly alter job satisfaction compared to mid-career experiences.

Income did not alter the relationship between HPWP and engagement, contradicting Hypothesis 10. In reality, this signifies that training and empowering individuals increased overall engagement, irrespective of their income level. The compensation level is irrelevant to the efficacy of these practices. In summary, our findings indicate that development and empowerment practices are the primary motivators for engagement, whereas financial rewards are the principal source of satisfaction. In Bangladesh, skill development and collaborative work environments foster employee engagement, while equitable compensation remains crucial for job satisfaction, particularly in labor-intensive sectors.

Chapter 6. Implication

6.1 Theoretical Implications

The study enhances the AMO perspective in a non-Western context by demonstrating that training and empowerment are the primary methods for engaging individuals, whereas compensation is more closely associated with satisfaction. This illustrates the significance of HRM theory in demonstrating how various practice groups influence engagement and satisfaction differently. It also indicates that wage levels in Bangladesh can influence the significance of various practices, thereby reinforcing the demand for HR frameworks that consider contextual factors.

6.2 Practical Implications

The findings provide unequivocal guidance for Bangladeshi enterprises. Initially, HR managers ought to prioritize training and employee engagement to enhance overall involvement. Empowering employees and facilitating skill enhancement is likely to result in increased engagement levels, as demonstrated by Ahmed and Hasan (2020) in RMG contexts. Secondly, equitable and competitive compensation systems are crucial for maintaining employee satisfaction and retention. Organizations must ensure equitable compensation and conduct regular evaluations to maintain employee morale, particularly in sectors characterized by low wages. This is due to the fact that individuals experience greater happiness when their income increases. Third, consider your career stage and gender. Formulating career development plans for younger employees may enhance their satisfaction, while addressing disparities in working conditions between men and women could leverage the generally higher happiness levels among women. It is essential to recognize that the effects of High-Performance Work Practices (HPWP) do not diminish with income levels; therefore, organizations can confidently implement engagement-

enhancing strategies across all employee tiers without concern that lower-paid workers will exhibit diminished responsiveness.

The results indicate that national or industry-specific initiatives, such as RMG productivity programs, ought to incorporate robust training modules and frameworks that empower individuals. For example, employee committees or participation forums, coupled with enhanced compensation, can increase worker engagement and satisfaction in the workplace. The study provides pragmatic recommendations: prioritize employee training and empowerment to enhance engagement, ensure adequate compensation for job satisfaction, and consider the cultural and economic context of Bangladesh.

Chapter 7. Limitations and Scope for Future Study

The results possess certain limitations. The sample size was limited ($N = 89$) and exclusively comprised individuals from highly urban sectors (RMG, banking, IT, manufacturing, and SMEs), thus the findings may not be applicable to rural regions or alternative industries. The cross-sectional, self-report design precludes causal inferences and may be subject to bias due to the data collection method. For example, engagement may influence perceptions of HPWP rather than vice versa, or unquantified variables (such as leadership style) may obscure the relationships.

Future research should address these limitations. The external validity would be enhanced with larger and more diverse samples, including those from the public sector and rural enterprises. Longitudinal or experimental designs could elucidate the direction of causality (for instance, does the implementation of training programs result in increased engagement over time?). Examining additional moderators, such as organizational culture or industry factors, and mediators, such as psychological empowerment, would enhance the comprehension of the relationship between HPWP and engagement. Finally, qualitative studies could investigate the reasons behind the greater satisfaction of female employees and the heightened contentment among mid-career employees, thereby enriching the quantitative trends observed. Addressing these issues will enhance our understanding of how to effectively motivate and satisfy the workforce in Bangladesh.

Chapter 8. Conclusion

This study examined the influence of demographic factors and high-performance HR practices on employee engagement and satisfaction in Bangladesh. The primary points includes: Training and empowerment practices effectively predict increased engagement, accounting for the majority of the variance observed; Performance evaluations and compensation did not influence engagement; however, income significantly impacted overall happiness; Female employees exhibited greater satisfaction than their male counterparts, and individuals in the mid-stage of their careers reported higher levels of happiness compared to those at the onset of their professional journeys; Income did not alter the correlation between HPWP and engagement.

In practice, these findings indicate that Bangladeshi enterprises ought to prioritize skill enhancement and inclusive practices to engage individuals, while also ensuring adequate compensation to maintain their satisfaction. The study indicates that factors contributing to engagement and happiness may vary even within the HPWP framework. This illustrates the significance of tailoring Western HR models to accommodate local contexts.

To enhance workplace engagement in Bangladesh, it is essential to provide employees with the necessary resources to perform their tasks effectively and to fulfill their fundamental financial requirements. Organizations can enhance employee energy and overall satisfaction by effectively balancing these priorities. This will result in enhanced performance and retention within Bangladesh's emerging economy.

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Appendix

Questionnaire

Section A: This section is designed to measure the impact of high-performance work practices on employee engagement and job-satisfaction in your organization. Please read each statement carefully and select the most appropriate option from your concept or opinion as a scale of 1 = Strongly Disagree to 5 = Strongly Agree.

Section A					
1	My leader communicates a clear and positive vision of the future	1	2	3	4 5
2	My leader treats staff as individuals, supports and encourages their development	1	2	3	4 5
3	My leader gives encouragement and recognition to staff	1	2	3	4 5
4	My leader fosters trust, involvement and cooperation among team members	1	2	3	4 5
5	My leader encourages thinking about problems in new ways and questions assumptions	1	2	3	4 5
6	My leader is clear about his/her values and practices what he/she preaches	1	2	3	4 5
7	My leader encourages pride and respect in others and inspires me by being highly competent	1	2	3	4 5
8	I feel motivated to put extra effort	1	2	3	4 5
9	I would recommend this company to others as a good working environment	1	2	3	4 5
10	I prefer to work in my company on most days even in difficult condition like organisational change	1	2	3	4 5
11	While transforming organisation, the likelihoods of intention to quit my job during the next year are less	1	2	3	4 5
12	I am passionate about the task I perform here	1	2	3	4 5
13	I feel proud to work for this company	1	2	3	4 5
14	I receive recognition for a job well done	1	2	3	4 5
15	I feel close to the people at work	1	2	3	4 5
16	I feel good about working at this company	1	2	3	4 5
17	I feel secure about my job	1	2	3	4 5
18	I believe management is concerned about me	1	2	3	4 5
19	On the whole, I believe work is good for my physical health	1	2	3	4 5
20	My wages are good	1	2	3	4 5
21	All my talents and skills are used at work	1	2	3	4 5
22	I get along with my supervisors	1	2	3	4 5
23	I feel good about my job	1	2	3	4 5
24	The organisation provides a supportive learning environment via training and development program	1	2	3	4 5

25	I have opportunities to use the knowledge and skills I have learned from training and development program	1	2	3	4	5
26	Opportunities to learn (training) are made available in the organisation	1	2	3	4	5
27	My performance goals are clearly defined in the appraisal process	1	2	3	4	5
28	Performance appraisal in the organisation is fair	1	2	3	4	5
29	I receive feedback from my supervisor on my performance	1	2	3	4	5
30	The organisation is supportive of my long-term career development	1	2	3	4	5
31	The organization provides an environment where I will accomplish my career goals	1	2	3	4	5
32	The organisation provides me an opportunity to grow and to exploit my potential to excel and achieve my career goals	1	2	3	4	5
33	I am compensated based on my performance and abilities	1	2	3	4	5
34	I am familiar with the criteria used to determine my compensation	1	2	3	4	5
35	My pay is fair relative to the pay received by others who hold similar position in other organisations	1	2	3	4	5
36	I am often asked by my supervisor to participate in decisions	1	2	3	4	5
37	I have the opportunity to suggest improvements in the way things are done in the organisation	1	2	3	4	5
38	I am given autonomy while doing my job	1	2	3	4	5

Section B: Background (demographic) information of the participants.

Section B

- 1 Gender
 - ☐ Male
 - ☐ Female
 - ☐ Prefer not to say
- 2 Age
 - ☐ 16-25 years
 - ☐ 26-35 years
 - ☐ 36-45 years
 - ☐ 46-55 years
 - ☐ >55 years
- 3 Religion
 - ☐ Muslim
 - ☐ Hindu
 - ☐ Chirstian
 - ☐ Buddhist
 - ☐ Others
- 4 Marital status
 - ☐ Single
 - ☐ Married
 - ☐ Divorced
 - ☐ Widowed
- 5 Education
 - ☐ Below Secondary
 - ☐ Secondary (SSC)
 - ☐ HSC/Certificate/ College diploma
 - ☐ Bachelor's degree
 - ☐ Master's degree
- 6 Monthly Income
 - ☐ <15,000
 - ☐ 15,000-25,000
 - ☐ 25,000-35,000
 - ☐ >35,000
- 7 Total Experience
 - ☐ 01-05 years
 - ☐ 05-10 years
 - ☐ 10-15 years
 - ☐ >15 years
- 8 Total Experience in Current Organization
 - ☐ 01-05 years
 - ☐ 05-10 years
 - ☐ 10-15 years
 - ☐ >15 years

Google Form Responder Link:

<https://docs.google.com/forms/d/e/1FAIpQLSfp1eFfc9OQm6MGEVnOt97cuA-C2vX4QySXM7FCVopREGsArw/viewform?usp=dialog>

Google Sheets Responses Link:

<https://docs.google.com/spreadsheets/d/1yBaMLFv3ief8xhXaC9AhaF5IqiPnURgX0kl5eHCCqs/edit?usp=sharing>

Google Collaboratory Research Notebook Link:

https://colab.research.google.com/drive/1rQpwiPTjn5f_ZJ2hJ9-PXViVtgsrG1gW#scrollTo=N9U2HgYdBeRL