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**SOFT HRM PRACTICES, ORGANIZATIONAL COMMITMENT, WORK-  
RELATED SUPPORT AND EMPLOYEE ENGAGEMENT IN BANGLADESH  
BANKING SECTOR**



**ALIMA AKTAR**

**UUM**  
**Universiti Utara Malaysia**

**DOCTOR OF PHILOSOPHY  
UNIVERSITI UTARA MALAYSIA**

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**By**  
**ALIMA AKTAR**  

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**Universiti Utara Malaysia**

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## ABSTRACT

Although employee engagement has got a great attention among the industry practitioners in recent times, it requires more considerations particularly in the academic literature. Due to the inconclusive results of previous studies on the antecedent factors of employee engagement, this study empirically investigate the relationship between HRM practices and employee engagement among the banking employees. This study also determines whether organizational commitment can act as a mediator on HRM practices-employee engagement linkage and work-related support (i.e. supervisor, co-worker and organizational) can moderate the relationship between organizational commitment and employee engagement. The research framework of this study is developed under the norms of social exchange theory (SET). Self-administered questionnaires are distributed to the banking employees who are working in Dhaka city in Bangladesh. A total of 383 banking employees are involved in this survey study confirming a response rate of 72%. This study utilizes the partial least squares structural equation modeling (PLS-SEM) to analyze and establish the reliability and validity of measurement model and to investigate the relationships of structural model. The findings of this study show that all the HRM practices namely career advancement, employee participation, job security, performance feedback, rewards & recognition, training & development are significantly and positively related to employee engagement. Furthermore, this study also found that organizational commitment partially mediates the relationship between HRM practices and employee engagement. In addition, results of this study show that work-related support namely supervisor support and organizational support can moderate the relationship between organizational commitment and employee engagement while co-worker cannot act as a moderator. This study further discusses the theoretical contribution and managerial implications for academics and professionals. The limitations of this study are also discussed and addressed with some valuable recommendations for further research directions.

**Keywords:** employee engagement, HRM practices, organizational commitment, work-related support, social exchange theory

## ABSTRAK

Walaupun keterikatan pekerja telah mendapat perhatian yang banyak dalam kalangan pengamalan industri masa kini, hal ini memerlukan lebih banyak pertimbangan terutama dalam kesusasteraan akademik. Disebabkan dapatan kajian lepas tentang faktor penyebab keterikatan pekerja yang belum muktamad, kajian ini menyiasat secara empirik hubungan antara amalan pengurusan sumber manusia dan keterikatan pekerja dalam kalangan pekerja bank. Kajian ini juga menentukan sama ada komitmen organisasi boleh bertindak sebagai pengantara dalam hubungan antara amalan pengurusan sumber manusia dan keterikatan pekerja; dan sokongan berkaitan kerja (penyelia, rakan sekerja dan organisasi) boleh menyerdehana hubungan antara komitmen organisasi dan keterikatan organisasi. Kerangka kerja kajian ini dibentuk berdasarkan teori pertukaran sosial (SET). Soalselidik dilaksana sendiri diedarkan kepada pekerja bank yang bekerja di Bandar Dhaka, Bangladesh. Sejumlah 383 pekerja bank terlibat dalam kajian ini, mengesahkan kadar respons 72%. Kajian ini menggunakan kaedah *partial least squares structural equation modeling* (PLS-SEM) untuk menganalisis dan menentukan kebolehpercayaan dan kesahan model pengukur dan menyiasat hubungan model struktur. Dapatan kajian menunjukkan bahawa semua amalan pengurusan sumber manusia, iaitu kemajuan kerjaya, penglibatan pekerja, jaminan pekerjaan, maklumbalas prestasi, ganjaran & pengiktirafan, latihan & pembangunan, mempunyai hubungan yang signifikan dan positif dengan keterikatan pekerja. Selain itu, kajian ini juga mendapati bahawa komitmen organisasi separa mengantara hubungan antara amalan sumber manusia dan keterikatan pekerja. Tambahan lagi, hasil dapatan kajian menunjukkan sokongan berkaitan kerja, iaitu sokongan penyelia dan organisasi boleh menyerdehana hubungan antara komitmen organisasi dan keterikatan pekerja, manakala sokongan rakan sekerja tidak bertindak sebagai penyederhana. Seterusnya kajian ini membincangkan sumbangan teori dan implikasi praktikal untuk akademik dan professional. Kekangan kajian juga dibincangkan dan ditangani dengan beberapa cadangan yang berharga berkaitan halatuju penyelidikan seterusnya.

**Kata kunci:** keterikatan pekerja, amalan pengurusan sumber manusia, komitmen organisasi, sokongan berkaitan kerja, teori pertukaran sosial

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## LIST OF ABBREVIATIONS

HRM	:	Human Resource Management
OC	:	Organizational Commitment
WRS	:	Work Related Support
SS	:	Supervisor Support
CWS	:	Co-Worker Support
OS	:	Perceived Organizational Support
BBS	:	Bangladesh Bureau of Statistics
CPD	:	Center for Policy Dialog
DSE	:	Dhaka Stock Exchange
DMA	:	Dhaka Metropolitan Area
SET	:	Social Exchange Theory
JD-R	:	Job-Demand Resource
PCBs	:	Private Commercial Banks
MBI	:	Maslach Burnout Index
PLS-SEM	:	Partial Least Square Structural Equation Modeling
AVE	:	Average Variance Extracted
HTMT	:	Heterotrait-Monotrait
HCM	:	Hierarchical Component Model



## **CHAPTER ONE**

### **INTRODUCTION**

The purpose of this chapter is to present the background of the study, research problem and research questions, objective and scope of the study, significant of the study, and definition of key terms related to this research. The chapter concludes with describing the organization of the thesis.

#### **1.1 Background of the Study**

As employees with higher engagement at works can contribute more in organizational success and competitiveness (Al Mehrzi & Singh, 2016; Gruman & Saks, 2011), organizations need to emphasize on higher level of employees' engagement (Ugaddan & Park, 2017; Tummers et al., 2016; Meng & Wu, 2015). In addition, an ample of prior studies observed the positive effect of employee engagement on organizational performance (Hansen, Byrne & Kiersch, 2014; Agarwal, 2014; Mohamed & Yeo, 2014; Menguc, Auh, Fisher & Haddad, 2013; Li, Sanders & Frenkel, 2012; Dalal, Baysinger, Brummel & LeBreton, 2012; Chughtai & Buckley, 2011; Rich, LePine, & Crawford, 2010; Saks, 2006), financial results (Demerouti & Cropanzano, 2010; Xanthopoulou et al., 2009), return on assets and profitability (Macey et al., 2009), employees' job performance (Mackay, Allen & Landis, 2016; Bakker & Bal, 2010) and customer satisfaction (Salanova et al., 2005). This is imperative, thus, for organizations to focus on

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## APPENDICES

### APPENDIX A

Table 3.1

*The number of employees and branches located in the Dhaka city*

Sl. No	Name of the Banks	No. of Branches			No. of Employees		
		Total	Dhaka City	%	Total	Dhaka City	%
1	AB Bank Limited	93	19	0.20	2220	635	0.29
2	Al-Arafah Islami Bank	119	30	0.25	2649	935	0.35
3	Bank Asia Ltd.	91	29	0.32	1773	791	0.45
4	BRAC Bank Ltd.	97	25	0.26	6886	2485	0.36
5	City Bank	112	27	0.24	2535	856	0.34
6	Dhaka Bank	81	21	0.26	1503	546	0.36
7	Dutch-Bangla Bank	145	33	0.23	5556	1770	0.32
8	Eastern Bank	76	20	0.26	1559	574	0.37
9	EXIMBANK	87	21	0.24	2515	850	0.34
10	First Security Islami Bank Limited	137	25	0.18	2673	683	0.26
11	ICB Islamic Bank Limited	33	13	0.39	617	340	0.55
12	IFIC Bank	120	28	0.23	2527	825	0.33
13	Islami Bank	294	39	0.13	13574	2521	0.19
14	Jamuna Bank Ltd.	97	24	0.25	2204	763	0.35
15	Mercantile Bank Ltd.	100	23	0.23	1962	632	0.32
16	Mutual Trust Bank Ltd.	103	25	0.24	1586	539	0.34
17	National Bank Ltd.	179	29	0.16	4236	961	0.23
18	National Credit and Commerce Bank Ltd.	103	27	0.26	2277	836	0.37
19	One Bank Limited	77	20	0.26	1861	677	0.36
20	Premier Bank Ltd.	92	21	0.23	1350	431	0.32
21	Prime Bank	140	33	0.24	2867	946	0.33
22	Pubali Bank	434	56	0.13	7645	1381	0.18
23	Rupali Bank	535	55	0.10	4293	618	0.14
24	Shahjalal Islami Bank Ltd.	93	24	0.26	2145	775	0.36
25	Social Islami Bank Limited	100	26	0.26	1922	700	0.36
26	Southeast Bank	113	27	0.24	1780	595	0.33
27	Standard Bank Limited	96	21	0.22	1548	474	0.31
28	Trust Bank Limited	89	21	0.24	1610	532	0.33
29	United Commercial Bank Ltd.	139	34	0.24	3445	1180	0.34
30	Uttara Bank	223	56	0.25	3730	1311	0.35
<b>Total</b>		<b>4198</b>	<b>852</b>	<b>0.20</b>	<b>93048</b>	<b>27161</b>	<b>0.29</b>

Source: Data collected from the annual reports of the banks for the purposes of this study

## APPENDIX B: Questionnaire



Dear Respondent,

I am a doctoral student at Universiti Utara Malaysia (UUM). I am going to conduct a research regarding employee engagement among employees in private commercial banks in Dhaka city, Bangladesh. The purpose of this study is to understand the human resource management (HRM) practices of your banks that may affect your work-related behavior and attitudes.

In this Regard, your deliberate participation is extremely appreciated. The questionnaire is designed to collect your personal opinion regarding HRM practices of your banks. It is to inform you that your responses will be highly confidential and only used as an aggregated data for the academic research purposes.

It is requested to read the instructions carefully before attaining every single section of the questionnaire. You are requested to give only one answer for each question and make sure that all the questions are filled up properly. Once you will complete the questionnaire, please put it in the envelope so that I can collect it personally at your convenient. If you have any queries regarding questionnaire or study, please contact with me anytime at the following contact details.

Thank you very much in advance for spending your valuable time to complete this questionnaire.

Yours sincerely,

Alima Aktar, PhD Student

Email: [alima.uum@gmail.com](mailto:alima.uum@gmail.com), Contact No. 01918366398

School of Business Management (SBM)

College of Business (COB)

Universiti Utara Malaysia (UUM)

**Part 1: Research Variables**

**Instructions:** Please **TICK** (✓) in the appropriate box that is suitable to you. All information received on this form will only be used for the purpose of **academic research** and **will be strictly held in confidentiality.**

**1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree**

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<b>Employee Engagement</b>						
1	At my work, I feel that I am bursting with energy					
2	I find the work that I do full of meaning and purpose					
3	Time flies when I'm working					
4	At my job, I feel strong and vigorous					
5	I am enthusiastic about my job					
6	When I am working, I forget everything else around me					
7	My job inspires me					
8	When I get up in the morning, I feel like going to work					
9	I feel happy when I am working intensely					
10	I am proud of the work that I do					
11	I am immersed in my work					
12	I can continue working for very long periods at a time					
13	To me, my job is challenging					
14	I get carried away when I'm working					
15	At my job, I am very resilient, mentally					
16	It is difficult to detach myself from my job					
17	At my work I always persevere, even when things do not go well					
<b>Performance Feedback</b>						
1	My manager gives me sufficient information about work goals					
2	My manager gives me feedback on my performance					
3	My manager gives me feedback on how I can improve my work performance					
<b>Job Security</b>						
1	I can stay in the bank for as long as I wish.					
2	It is difficult to dismiss employees from this bank.					
3	Job security is almost guaranteed to employees in this bank.					
4	If the bank were facing economic problems, employees in this job would be the last to get cut.					

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Career Advancement						
1	I have clear career paths in this bank.					
2	I have a very strong future within this bank.					
3	My career aspirations within this bank are known by immediate supervisors.					
4	Employees in this job who desire promotion have more than one potential position they could be promoted to.					
Training & Development						
1	Extensive training and development programs are offered by the bank to improve my job skills.					
2	Employees in this bank normally go through training programs every few years.					
3	There are formal training programs to teach new hires the skills they need to perform their jobs.					
4	Formal training programs are offered to employees in order to increase their promotability in this bank.					
Rewards & Recognition						
1	Employees in this bank receive a pay raise for improving the level of performance.					
2	If I improve the level of performance, I get more freedom to do my work in this bank.					
3	If I improve the level of service to the bank, I get more challenging work assignments.					
4	People I work with in this bank show a respect for better performance.					
5	If I improve the level of job performance, I receive a praise from my manager					
6	Employees in this bank receive a public recognition (e.g. employee of the month/year) for their excellent job performance					
7	Employees in this bank receive a token of appreciation (e.g. lunch) for improving the level of service to the bank.					
Employee Participation						
1	Employees in this bank are allowed to make many decisions.					
2	Employees in this bank are often asked by their supervisor to participate in decisions.					
3	Employees are provided the opportunity to suggest improvements in the way things are done.					

4	Superiors keep open communications with employees in this bank.					
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No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Supervisor Support						
1	My immediate supervisor in this bank demonstrates trust and confidence on me.					
2	My immediate supervisor in this bank treats me with dignity and respect.					
3	My immediate supervisor in this bank gives me authority to do the job.					
4	My immediate supervisor in this bank is concerned about the well-being of those employees under him					
Co-Worker Support						
1	My colleagues in this bank provide helpful information or advice about my work.					
2	My colleagues in this bank provide clear and helpful feedback about my work.					
3	The people I work with in this bank are helpful in getting the job done					
4	People I work with are competent in doing their jobs.					
Perceived Organizational Support						
1	My bank really cares about my well-being.					
2	My bank strongly considers my goals and values.					
3	My bank shows a strong concern for me					
4	My bank cares about my opinions.					
5	My bank is willing to help me if I need a special favor.					
6	Help is available from my bank when I have a problem.					
7	My bank would forgive an honest mistake on my part.					
8	If given the opportunity, my organization never try to take advantage of me					

No.	Items	Scale				
		Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Organizational Commitment						
1	I would be happy to spend the rest of my career with this bank.					
2	I enjoy discussing about my bank with people outside it.					
3	I really feel as if this bank's problems are my own.					
4	I think that I could not easily become attached to another bank as I am to this one.					
5	I feel like ‘part of the family’ at my bank.					
6	I feel ‘emotionally attached’ to this bank.					
7	This bank has a great deal of personal meaning for me.					
8	I feel a strong sense of belonging to my bank.					
9	I am afraid of what might happen if I quit my job without having another one lined up.					
10	It would be very hard for me to leave my bank right now, even if I wanted to.					
11	Too much in my life would be disrupted if I decide I wanted to leave my bank now.					
12	It would be too costly for me to leave my bank now.					
13	Right own, staying with my bank is a matter of necessity as much as desire.					
14	I feel that I have too few options to consider leaving this bank.					
15	One of the few serious consequences of leaving this bank would be the scarcity of available alternatives.					
16	One of the major reasons I continue to work in this bank is that leaving would require considerable personal sacrifice and the current benefits may not match with other banks.					
17	I think that people these days move from bank to bank too often.					
18	I believe that an employee must always be loyal to his or her bank.					
19	Jumping from bank to bank seems unethical for me.					
20	One of the major reasons I continue in this bank is that loyalty is important, and therefore feel a sense of moral obligation to remain.					
21	If I got another better offer for a better job elsewhere, I would not feel it was right to leave my bank.					
22	I was taught to believe in the value of remaining loyal to one bank.					

23	Things were better in days when people stayed with one bank for most of their careers.					
24	I think that wanting to be a 'company man' or 'company woman' is sensible.					

## **Part 2: Respondent Profile**

1. Gender:    ☐ Male                      ☐ Female

2. Marital status:    ☐ Married            ☐ Single

3. Age:    ☐ Less than 30 year            ☐ 30 to 35 years            ☐ 36 to 40 years            ☐

More than 40 years

4. How long have you been working for this Bank (approximately):

☐ Less than 3 years    ☐ 3-5 years    ☐ 6-10 years            ☐ 11-15 years            ☐

More than 15 years

5. Your educational level attained:    ☐ Bachelor degree            ☐ Master or equivalent

☐ MBA    ☐ others (Please specify):

6. Total experiences in the banking sector including current experience (approximately):

years

**Thank you for your time and efforts!!**



## APPENDIX C

Table 4.3

*Results of Common Method Bias using Harman's (1976) single-factor test*

Components	Total Variance Explained					
	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	21.187	25.527	25.527	21.187	25.527	25.527
2	4.404	5.306	30.832			
3	4.072	4.906	35.738			
4	2.982	3.592	39.330			
5	2.553	3.076	42.406			
6	2.158	2.600	45.006			
7	2.102	2.533	47.539			
8	1.912	2.303	49.842			
9	1.862	2.243	52.085			
10	1.698	2.046	54.130			
11	1.668	2.009	56.140			
12	1.523	1.835	57.974			
13	1.454	1.752	59.726			
14	1.399	1.686	61.412			
15	1.276	1.538	62.950			
16	1.178	1.420	64.370			
17	1.159	1.396	65.766			
18	1.126	1.356	67.122			
19	1.077	1.297	68.419			
20	1.047	1.262	69.681			
21	0.995	1.199	70.879			
22	0.951	1.146	72.025			
23	0.917	1.105	73.130			
24	0.902	1.087	74.216			
25	0.847	1.020	75.236			
26	0.819	0.987	76.224			
27	0.775	0.934	77.157			
28	0.763	0.919	78.077			
29	0.733	0.883	78.959			
30	0.701	0.845	79.804			
31	0.680	0.820	80.624			
32	0.656	0.790	81.414			
33	0.616	0.742	82.156			

34	0.610	0.735	82.890
35	0.593	0.714	83.604
36	0.570	0.687	84.291
37	0.549	0.662	84.953
38	0.534	0.643	85.596
39	0.525	0.632	86.228
40	0.510	0.614	86.842
41	0.498	0.600	87.443
42	0.463	0.558	88.000
43	0.461	0.556	88.556
44	0.447	0.539	89.095
45	0.422	0.508	89.603
46	0.421	0.507	90.110
47	0.388	0.468	90.578
48	0.380	0.457	91.035
49	0.373	0.449	91.485
50	0.369	0.445	91.929
51	0.353	0.425	92.354
52	0.335	0.404	92.758
53	0.325	0.392	93.149
54	0.314	0.379	93.528
55	0.302	0.364	93.892
56	0.296	0.357	94.249
57	0.291	0.351	94.600
58	0.281	0.339	94.939
59	0.271	0.326	95.265
60	0.259	0.312	95.577
61	0.246	0.297	95.874
62	0.239	0.288	96.162
63	0.231	0.278	96.440
64	0.224	0.270	96.710
65	0.215	0.259	96.969
66	0.211	0.254	97.222
67	0.190	0.228	97.451
68	0.181	0.218	97.668
69	0.172	0.207	97.876
70	0.170	0.205	98.080
71	0.164	0.198	98.278
72	0.152	0.184	98.462
73	0.147	0.177	98.639
74	0.141	0.170	98.808

75	0.133	0.161	98.969
76	0.131	0.158	99.127
77	0.124	0.149	99.276
78	0.116	0.140	99.416
79	0.113	0.137	99.553
80	0.111	0.133	99.686
81	0.100	0.120	99.806
82	0.091	0.110	99.916
83	0.070	0.084	100

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Extraction Method: Principal Component Analysis.



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