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Predictors of Employee Job Satisfaction in the National Corporation (NCs) of Bangladesh: Assessment through Hierarchical Logistic Regression Model

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Abstract

Employee job satisfaction is a critical determinant of organizational success. This study investigates the key factors influencing job satisfaction among employees within domestic corporations—specifically national corporations (NCs)—operating in Bangladesh.

Using a mixed-methods approach, primary data was gathered through structured surveys and qualitative interviews. A purposive sampling technique was utilized to collect data from 251 employees across relevant NCs in Bangladesh. The data was rigorously analyzed using bivariate distribution with Chi-Square tests to identify initial associations, followed by a hierarchical logistic regression model to determine the primary predictors of overall workplace satisfaction.

The empirical analysis reveals that overall employee satisfaction is heavily dependent on a competitive salary scale, a safe working environment, cooperative co-workers, and responsive superiors. Additionally, fair performance evaluations and competent reward systems emerged as critical drivers. Conversely, the study highlights a significant gap in current domestic corporate practices: many employees experience unfair treatment regarding rewards and face limited opportunities for career advancement. The study suggests that if NCs actively address these systemic issues, they can cultivate a more employee-friendly environment that ultimately drives productivity and retention.

This research addresses a critical gap in organizational literature, as empirical studies focusing specifically on employee satisfaction within Bangladeshi national corporations remain limited. The insights gained offer actionable frameworks for corporate leaders and HR practitioners aiming to optimize workplace culture and talent management in developing economies.

Keywords : Job Satisfaction, Hierarchical Logistic Regression Model.

1. Background of the Study

The concept of job satisfaction (JS) is one of the most extensively researched phenomena in organizational behavior and human resource management. Job satisfaction can be defined as an employee's overall evaluation of their work experience, encompassing their emotional responses, attitudes, and level of contentment with various aspects of their job. Rather than being a static metric, it is a dynamic reflection of how well an organization's environment, rewards, and culture align with the needs and expectations of its workforce.

In today's highly competitive and rapidly changing business landscape, cultivating high levels of employee job satisfaction is a strategic imperative for any organization. Satisfied employees serve as the bedrock of organizational efficiency and resilience. Empirically, a high level of job satisfaction is directly linked to enhanced workforce productivity, heightened employee engagement, and an increased commitment to achieving corporate goals. Conversely, low job satisfaction can cripple an organization; extensive research demonstrates that robust job satisfaction acts as a critical mechanism to mitigate costly organizational challenges, such as high employee absenteeism and accelerating turnover rates. By fostering a content workforce, organizations can stabilize operational continuity, reduce the heavy financial burdens associated with talent recruitment and retraining, and retain vital institutional knowledge.

Numerous studies have explored the multifaceted determinants that drive or diminish this satisfaction. Factors such as structural teamwork, workplace autonomy, leadership behavior, organizational commitment, and the intrinsic nature of the work itself are widely recognized as key predictors of job satisfaction. However, empirical consensus remains elusive regarding how the influence of these determinants varies across different individuals, unique situational contexts, and distinct organizational structures ^[1].

While management experts have thoroughly investigated job satisfaction on a general scale, a notable gap persists in research comparing intercultural management (IM) and national cultural management frameworks. This gap is increasingly critical as the modern workforce becomes more globalized. Employees operating within multicultural settings or unique national corporate environments frequently encounter distinct cultural hurdles, navigate nuanced operational problems, and discover professional opportunities rarely found in traditional settings—all of which play a pivotal and complex role in shaping their overall job satisfaction ^[2].

Dissatisfaction amongst human resources is undesirable and dangerous in any

profession. Satisfied and committed human resources are the most significant assets of any organization, the efficient management of human resources and the maintenance of higher job satisfaction levels affect the growth and performance of an entire economy (Shrivastava & Purang, 2009) ^[3].

Success in a business depends mainly on loyal and committed workers. How happy an employee is in their work can influence their performance at the job. Bangladesh NCs have been growing quite remarkably for more than a decade. The sector of NC is getting more competitive because new firms are entering. The companies must concentrate on delivering better quality goods or services at lower prices to stay competitive. Keeping a skilled and trained workforce is a major problem in the country as the competition gets tougher. Organizations are trying out various HR practices to retain their employees ^[4]. This study aims to find out how different factors or practices affect the satisfaction of workers on their jobs. It also studies the most important reasons behind job satisfaction among the NCs of Bangladesh operating in the country, so that the factors can be spotted that help the companies profit from the market.

The primary reason employees are afraid in the first world is because it is well known there that their satisfaction at work is more important than other factors within the organization. Regarding this, Bangladesh remains at the beginning stage since the concept of green building just started there. But to compete in the global market, we must try to race against the top competitors worldwide. For this reason, taking care of job satisfaction by practical means has appeared necessary ^[5].

An organization with high job satisfaction usually has lowered absenteeism, stable turnover, good productivity among employees, low labour disputes and employees who become involved in company matters. Clearly, organizations look for their staff to be happy and satisfied with their jobs, but since it requires time it depends mostly on the senior management team focusing there ^[6].

2. Rationale of the study

People feel satisfied, positive about themselves and develop personally when they enjoy their work and meet their career goals. As an employee, a satisfying job makes them feel happy which typically keeps their work attitudes positive. Happy employees usually show more creativity, flexibility, bright ideas and reliability. When workers are satisfied, the organization gets a positive attitude and strong motivation to make sure everything is of high quality. Better output- the level and standard of output per hour worked- appears to result from the rise of a better way of working. Note that the research about the relationship between job happiness and how much is produced is not unwavering.

The study is carried out in order to find out what can increase employee satisfaction in domestic organizations and therefore recommend steps that domestic organizations should take to make their employees feel more comfortable and help them become more productive.

2.1 Identified Research Gaps

While extensive literature covers job satisfaction within Multinational Corporations (MNCs) or specific booming sectors in Bangladesh (like the Ready-Made Garment/RMG sector or commercial banking), there is a distinct shortage of empirical research focusing strictly on domestic National Corporations (NCs).

Domestic NCs operate under different structural, financial, and cultural realities than foreign MNCs. Current organizational behavior literature heavily relies on Western or MNC models, creating a gap in understanding how local, domestic corporate structures in an emerging economy like Bangladesh uniquely influence employee contentment.

As noted in the background, general job satisfaction has been widely reviewed, but its intersection with local national cultural management has been neglected.

There is a lack of research examining how traditional Bangladeshi cultural nuances—such as high power distance (the relationship with "responsive superiors") and collectivism ("cooperative co-workers")—interact with corporate policies inside domestic firms. The study bridges this gap by exploring how these specific local workplace dynamics dictate satisfaction.

The findings of the reading specifically highlight that employees in domestic NCs suffer from "unequal treatment in awarding" and "deprivation of better career exploration opportunities."

While standard HR literature emphasizes competitive compensation as a driver for satisfaction, there is limited empirical focus on how the perception of internal inequity (unfair reward distribution) and stagnant career pathways act as primary dissatisfiers within Bangladeshi corporate environments.

Despite the extensive volume of international literature dedicated to employee job satisfaction, a critical review reveals several significant gaps that this study aims to address.

First, the vast majority of existing organizational behavior studies in developing nations like Bangladesh focus predominantly on Multinational Corporations (MNCs) or export-driven industries like the Ready-Made Garment (RMG) sector.

Consequently, there is a notable scarcity of empirical research examining the unique structural and cultural environments of domestic National Corporations (NCs). Because local NCs operate under distinct resource constraints and organizational governance models compared to their multinational counterparts, Western-centric or MNC-focused job satisfaction frameworks cannot be directly applied to them without context-specific validation.

Second, while literature frequently identifies general drivers of satisfaction—such as compensation and leadership behavior—there is a lack of depth regarding how internal institutional barriers, such as perceived inequity in reward systems and limited career advancement pathways, specifically impair workforce morale within the Bangladeshi corporate ecosystem.

Finally, while job satisfaction is a well-established construct, its intersection with national cultural management paradigms remains under-explored. This study bridges these theoretical and contextual gaps by providing an empirical, mixed-methods evaluation of the precise structural, social, and systemic determinants that dictate employee satisfaction within the domestic corporate sector of Bangladesh.

3. Literature Review

3.1. Theoretical Foundations of Job Satisfaction

The conceptualization of "job satisfaction" (JS) varies extensively across organizational literature, resisting a singular, universally accepted definition. Fundamentally, job satisfaction represents an individual's multidimensional attitude toward their employment, serving as a key evaluative metric of their emotional and cognitive alignment with their work environment ^[7].

Scholarly consensus often divides the constructs of job satisfaction into two primary categories: intrinsic and extrinsic factors ^[8].

- **Intrinsic Satisfaction:** Stems from internal psychological rewards, such as the exercise of personal initiative, the cultivation of positive professional relationships with superiors, and the autonomous nature of assigned responsibilities.
- **Extrinsic Satisfaction:** Derived from material and structural rewards external to the individual, including compensation scales, promotional pathways, and physical workplace safety.

Organizational theorists emphasize that a comprehensive assessment of job satisfaction must integrate both visible extrinsic attributes and nuanced intrinsic characteristics.

3.2. Job Characteristics and Organizational Climate

Extensive empirical research indicates that the primary drivers of job satisfaction are deeply rooted in specific job roles and the broader organizational climate^[8, 9]. Landmark studies, such as the seminal work by Rabinowitz and Hall (1977), highlight that core job characteristics fundamentally dictate a worker's level of professional fulfillment.

Beyond core role design, key dimensions of the organizational climate play an instrumental role in shaping workforce attitudes:

- **Communication and Participatory Decision-Making:** Institutional governance styles strongly influence how employees perceive their work ^[10, 11]. Research demonstrates that open, two-way organizational communication channels^[9] and the integration of participatory decision-making models (Lee & Ho, 1989) significantly bolster job satisfaction.

- **Workplace Stress:** Conversely, heightened levels of workplace stress act as a primary inhibitor of job satisfaction, leading to sharp declines in employee morale ^[12].

3.3. Institutional Outcomes and Labor Market Predictors

The strategic value of maintaining high job satisfaction is shared equally by employers and employees. For individuals, personal fulfillment is vital given the significant portion of their adult lives dedicated to their careers ^[13]. For organizations, cultivating a satisfied workforce yields tangible dividends, notably increased operational productivity and decreased employee turnover rates.

Furthermore, job satisfaction serves as a reliable barometer for broader labor market behaviors and future economic trends ^[14]. Crucial professional transitions—such as choosing between labor and leisure, accepting new employment opportunities, remaining with a current firm, or determining discretionary work effort—are heavily mediated by an employee's perceived level of satisfaction. For instance, in localized sector evaluations, research by confirms that commercial banking professionals experience highly fluctuating positive and negative emotional states directly tied to their daily operational realities ^[14].

3.4. Demographic and Systemic Determinants of Satisfaction

The influence of demographic variables, particularly gender, remains a subject of ongoing debate within organizational literature, yielding highly divergent empirical results. While some studies suggest that female employees exhibit higher levels of job satisfaction than their male counterparts, alternative research indicates

the opposite trend ^[15]. Campbell et al. (1976) attribute these discrepancies to differing structural expectations between genders, arguing that varied baseline expectations naturally produce divergent levels of perceived workplace fulfillment.

In international contexts, researchers examining Chinese restaurant managers in Hong Kong found that job satisfaction is primarily anchored to concrete responsibilities, the immediate work environment, and compensation structures.^[16] This study further solidified the inverse relationship between job satisfaction and turnover intentions.^[17] Correspondingly, Tanke (1990) observed that poor managerial behavior, deficient compensation frameworks, and ambiguous human resource practices act as primary catalysts for employee resignation.^[18]

More broadly, Nguyen et al. (2003) categorized the definitive predictors of job satisfaction into:

1. Personal demographic characteristics
2. Workplace autonomy
3. Working hours
4. Leadership behavior
5. Absolute and comparative compensation structures ^[18]

Finally, modern organizations frequently leverage team-based structures—specifically quality circles, employee involvement teams, and self-directed work teams—to drive engagement. However, as Eason (1989) notes, the successful empowerment of these teams is often impeded by systemic institutional barriers. These include inadequate professional training, a lack of executive management sponsorship, uncooperative labor unions, and unsupportive supervisory behaviors ^[19].

Broad Objective

This research mainly examines what affects employees' satisfaction with their jobs at National Corporations (NCs) in Bangladesh.

Specific Objectives

- 1) To identify the factors influencing the job satisfaction of the employees of the national corporations in Bangladesh.
- 2) To make a detect the level of job dissatisfaction between the employees of national corporations in Bangladesh.
- 3) To provide some suggestions towards improving the level of job satisfaction among the employees of NCs towards making the organization productive.

4. Conceptual Framework

A number of factors shape how satisfied employees are with their jobs. Using the literature and the expertise of others allowed the creation of the following framework to spotlight job satisfaction factors for NGO employees.

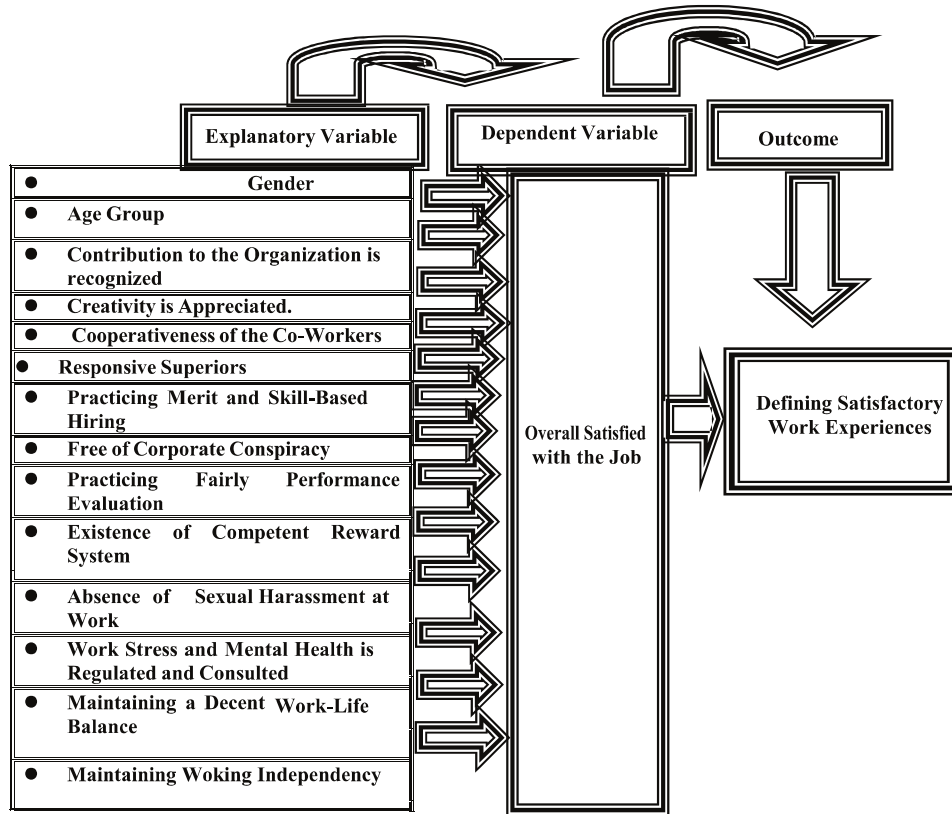


Figure 1. Factors to Increase Employees' Level of Satisfaction (NCs)

5. Methodology

Quantitative findings are expressed as detailed numbers, while qualitative findings are usually written in long descriptions. The key thing that sets the two approaches apart is the way analysis is done—quantitative defines and determines the hypothesis as well as identifies relationships before research begins, on the other hand, qualitative focuses on finding and formulating the hypothesis through the process of research ^[20].

A quantitative approach is mainly taken, with qualitative methods also being

introduced. To identify any significant factors affecting the overall satisfaction to job of the studied population.

factors, chi- square (χ^2) statistics are used in the analysis. A multivariate hierarchical logistic regression analysis was applied after that to locate the significant influencing factors on employees' job satisfaction.

6.1 Sources of data

The research is done with the use of primary sources. Using the research and advice from experts, a structured questionnaire was built and used to survey employees at various levels in the chosen NCs and MNCs that used purposive sampling. A total of 251 respondents were counted for as the sample size of the study and the Questionnaire Method is applied to collect the data from the segmented respondents.

6.2 Sampling design

Of the 251 respondents used in the survey, all levels of employees were selected from Telecommunications, Financial institutions, Pharmaceuticals, Ready made garments, Services, NGOs, Information Technology, Manufacturing, Real States and FMCGs; since we know that these industries account for a greater contribution to the national economy of Bangladesh.

The variables analyzed here are shown below so that different models can use the hierarchical logistic regression.

Table 1: List of the Dependent and Explanatory Variables with Category for Constituting Hierarchical Logistic Regression Model

Dependent Variables(Y)	Explanatory variables (X)	Model No.
(Each of the Dependent Variables is Applied with Model 1(A), Model 1(B), Model 1(C) & Model 1(D))	a) Gender Category: If the respondent is Male, Y=1 and Y=0 otherwise	Model-1(A)
1. Overall Satisfied about the Job	a) Gender Category: If the respondent is Male, Y=1 and Y=0 otherwise b) Age Category Category: If the respondents are in the <20 of age category, X=0, if respondents are in the age category of 20-24, X=1, if respondents are in the age category of 25-29, X=2, if respondents are in the age category of 30-34, X=3 and if respondents are in age category 35+, X=4.	Model -1(B)

b) Contribution to the Organization is recognized

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(c) Creativity is Appreciated

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

a) Gender

Category: If the respondent is Male, Y=1 and Y=0 otherwise

b) Age Category

Category: If the respondents are in the <20 of age category, X=0, if respondents are in the age category of 20-24, X=1, if respondents are in the age category of 25-29, X=2, if respondents are in the age category of 30-34, X=3 and if respondents are in age category 35+, X=4.

c) Contribution to the Organization is recognized
Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(d) Creativity is Appreciated.

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(e) Cooperativeness of the Co-Workers

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(f) Responsive Superiors

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(g) Practicing Merit and Skill-Based Hiring

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

a) Gender

Category: If the respondent is Male, Y=1 and Y=0 otherwise

b) Age Category

Category: If the respondents are in the <20 of age category, X=0, if respondents are in the age category of 20-24, X=1, if respondents are in the age category of 25-29, X=2, if respondents are in the age category of 30-34, X=3 and if respondents are in age category 35+, X=4.

Model -1(C)

Model -1(D)

c) Contribution to the Organization is recognized
Category: Category: 1 = Strongly Disagree, 2 = Disagree, 3

= Neutral, 4 = Agree, 5 = Strongly Agree.

(d) Creativity is Appreciated.

Category: Category: 1 = Strongly Disagree, 2 = Disagree, 3

= Neutral, 4 = Agree, 5 = Strongly Agree.

(e) Cooperativeness of the Co-Workers

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(f) Responsive Superiors

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(g) Practicing Merit and Skill-Based Hiring

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(h) Free of Corporate Conspiracy

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(i) Practicing Fairly Performance Evaluation

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(j) Existence of Competent Reward System

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(k) Absence of Sexual Harassment at Work

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(l) Work Stress and Mental Health is Regulated and Consulted
Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

(m) Maintaining Working Independency

Category: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree.

6. Empirical Results and Discussion

To establish a foundational understanding of the data before constructing the hierarchical logistic regression model, a bivariate analysis was conducted using the Chi-Square test of independence. This step was essential to identify which independent variables exhibited a statistically significant association with the primary dependent variable: Overall Satisfied with the Job (operationalized in the survey instrument via the statement, "I am comfortable and engaged in my role"). The subsequent discussion focuses on how these distinct institutional and demographic attributes contribute to variances in employee satisfaction within Bangladeshi national corporations.

Table 1 presents the cross-tabulation and Chi-Square test results for each organizational attribute, including their corresponding degrees of freedom (\$df\$) and the asymptotic significance levels (p-values) evaluated at a 5% significance threshold ($p = 0.05$).

According to the empirical results displayed in Table 1, every selected explanatory variable exerts a statistically significant effect on overall job satisfaction at the 5% level. The bivariate cross-tabulation reveals notable demographic variations: 32.7% of male respondents reported being generally satisfied with their jobs, compared to 20.6% of female respondents. This indicates a higher baseline trend of job satisfaction among male employees within the sampled organizations.

Beyond demographics, institutional recognition emerged as a powerful driver of workplace contentment. In organizations where employee contributions are actively recognized, a vast majority of the workforce reported being overall satisfied with their jobs (78.0%). Conversely, among employees whose work is not acknowledged by their employers, satisfaction drops precipitously to just 14.7%. This stark contrast highlights that employer recognition is a highly influential predictor of the dependent variable.

A nearly identical pattern is observed regarding organizational support for employee innovation. Among respondents whose creativity is recognized by corporate authorities, 78.2% reported high overall job satisfaction. In sharp contrast, only 9.0% of respondents reported being satisfied in environments where their creativity is disregarded. These findings emphasize that fostering an organizational culture of recognition and creative appreciation is vital to elevating employee morale.

We began by using the "Chi-square Test" to find out which variables seem associated with the dependent variable (Overall Satisfied about the Job) before moving on to the Hierarchical Logistic model.

Table 2: Bivariate Distribution of the Factors to Increase Employees' Level of Satisfaction (NCs) with the Different Explanatory Variables

"I'm comfortable and engaged in my role"				
Variable	Total			Calculated χ^2
	No	Yes		
Gender				
Male	146 (67.2%)	71 (32.7%)	217 (100%)	Cal. χ^2 = 147.31 $p = 0.001$
Female	257 (79.3%)	67 (20.6%)	324 (100%)	
Total	403 (39.3%)	138 (60.6%)	541 (100.0%)	
Age Category				
<20	81 (72.9%)	30 (27.0%)	111 (100%)	Cal. χ^2 = 185.226 $p = 0.000$
20-24	93 (74.5%)	32 (25.6%)	125 (100%)	
25-29	88 (74.5%)	30 (25.4%)	118 (100%)	
30-34	15 (18.0%)	68 (81.9%)	83 (100%)	
35+	61 (58.6%)	43 (41.3%)	104 (100.0%)	
Total	338 (62.4%)	203 (37.5%)	541 (100%)	
Contribution to the Organization is recognized				
Strongly Disagree	81 (85.2%)	14 (14.7%)	95 (100%)	Cal. χ^2 = 135.121 $p = 0.000$
Disagree	74 (91.3%)	7 (8.6%)	81 (100%)	
Neutral	14 (66.6%)	7 (33.3%)	21 (100%)	
Agree	42 (29.1%)	102 (70.8%)	144 (100%)	Cal. χ^2 = 183.905 $p = 0.000$
Strongly Agree	44 (22.0%)	156 (78.0%)	200 (100%)	
Total	255 (47.1%)	286 (52.8%)	541 (100%)	
Disagree	88 (92.6%)	7 (7.3%)	95 (100%)	Cal. χ^2 = 183.905 $p = 0.000$
Neutral	10 (58.8%)	7 (41.1%)	17 (100%)	
Agree	47 (30.3%)	108 (69.6%)	155 (100%)	
Strongly Agree	26 (14.3%)	155 (85.6%)	181 (100%)	Cal. χ^2 = 163.133 $p = 0.000$
Total	251 (46.0%)	290 (53.9%)	541 (100%)	
Practicing Merit and Skill-Based Hiring				
Strongly Disagree	25 (75.7%)	8 (24.2%)	33 (100%)	Cal. χ^2 = 163.133 $p = 0.000$
Disagree	27 (87.0%)	4 (12.9%)	31 (100%)	
Neutral	10 (66.6%)	5 (33.3%)	15 (100%)	
Agree	42 (24.0%)	133 (76.6%)	175 (100%)	Cal. χ^2 = 146.145 $p = 0.000$
Strongly Agree	21 (7.3%)	266 (92.6%)	287 (100%)	
Total	125 (23.1%)	416 (76.8%)	541 (100%)	
Free of Corporate Conspiracy				
Strongly Disagree	70 (76.9%)	21 (23.0%)	91 (100%)	Cal. χ^2 = 146.145 $p = 0.000$
Disagree	75 (86.2%)	12 (13.7%)	87 (100%)	
Neutral	3 (27.2%)	8 (72.7%)	11 (100%)	
Agree	51 (19.2%)	214 (80.7%)	265 (100%)	Cal. χ^2 = 146.145 $p = 0.000$
Strongly Agree	17 (19.5%)	70 (80.4%)	87 (100%)	
Total	104 (19.2%)	437 (80.7%)	541 (100%)	
Practicing Fairly Performance Evaluation				
Strongly Disagree	68 (78.1%)	19 (21.8%)	87 (100%)	Cal. χ^2 = 146.145

Disagree	69 (64.2%)	12 (14.8%)	81 (100%)	p =0.000
Neutral	5 (35.7%)	9 (64.2%)	14 (100%)	
Agree	46 (16.9%)	225 (83.0%)	271 (100%)	
Strongly Agree	18 (20.4%)	70 (79.5%)	88 (100%)	
Total	100 (19.2%)	441 (80.7%)	541 (100%)	
Existence of Competent Reward System				
Strongly Disagree	65 (72.2%)	25 (27.7%)	90 (100%)	Cal.χ2= 151.132 p =0.000
Disagree	78 (88.6%)	10 (11.3%)	88 (100%)	
Neutral	3 (27.2%)	9 (81.8%)	11 (100%)	
Agree	51 (19.3%)	212 (80.0%)	263 (100%)	
Strongly Agree	17 (19.1%)	72 (80.8%)	89 (100%)	
Total	106 (19.2%)	435 (80.7%)	541 (100%)	
Absence of Sexual Harassment at Work				
Strongly Disagree	67 (78.8%)	18 (21.2%)	85 (100%)	Cal.χ2= 146.145 p =0.000
Disagree	69 (88.4%)	9 (11.5%)	78 (100%)	
Neutral	3 (27.2%)	8 (61.5%)	13 (100%)	
Agree	40 (43.9%)	51 (56.0%)	91 (100%)	
Strongly Agree	15 (5.4%)	259 (94.5%)	274 (100%)	
Total	85 (15.7%)	454 (83.9%)	541 (100%)	
Work Stress and Mental Health is Regulated and Consulted				
Strongly Disagree	67 (82.7%)	16 (19.7%)	81 (100%)	Cal.χ2= 146.145 p =0.000
Disagree	69 (92.0%)	9 (12.0%)	75 (100%)	
Neutral	3 (27.2%)	8 (72.7%)	11 (100%)	
Agree	40 (40.4%)	51 (51.5%)	99 (100%)	
Strongly Agree	15 (5.4%)	259 (94.1%)	275 (100%)	
Total	83 (15.3%)	454 (83.9%)	541 (100%)	
Maintaining Working Independency				
Strongly Disagree	97 (80.16%)	24 (19.8%)	121 (100%)	Cal.χ2= 146.145 p =0.000
Disagree	39 (86.6%)	6 (13.3%)	45 (100%)	
Neutral	2 (50%)	2 (50%)	04 (100%)	
Agree	25 (26.0%)	71 (73.9%)	96 (100%)	
Strongly Agree	8 (5.4%)	267 (94.1%)	275 (100%)	
Total	83 (15.3%)	454 (83.9%)	541 (100%)	

Note: Reference category (-); *** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$.

Supervisory cooperation serves as a critical determinant of employee fulfillment. Empirical observation shows that 88.7% of employees who perceive their supervisors as cooperative report high job satisfaction. In stark contrast, satisfaction levels are substantially lower among individuals who feel unsupported by their management. More broadly, variables such as peer cooperation, supervisory responsiveness, an environment free from corporate politics, and the presence of an equitable reward system play pivotal roles in enhancing overall employee satisfaction.

Workplace autonomy emerged as another critical predictor of employee morale. When evaluating the ability to maintain independent working boundaries within the organization, a total of 121 respondents expressed disagreement, signaling a perceived lack of autonomy. Among this specific group, a vast majority (80.16%)

reported being dissatisfied with their job status. Bivariate testing confirms that this explanatory variable exerts a statistically significant impact on the dependent variable (Overall Job Satisfaction) at the 5% significance level.

7.1 Detecting Multicollinearity among the Explanatory Variables

Here we have used Hierarchical Logistic Regression, using “Overall Satisfied with the Job” as the dependent variable and the rest of the independent variables. Now, to cheque for multicollinearity, the “Variance Inflation Factor (VIF)” and tolerance values have been determined as stated below:

The table shows which explanatory variables were used in the first Hierarchical logistic regression analysis set around the dependent variable “Overall Satisfied”.

There is a positive correlation presented by the $r=0.56$ multiple correlation coefficient between the set of independent variables and the outcome variable “Overall Satisfied.” According to $R^2=0.85$, 85% of the variation in the dependent variable is caused by independent variables and 15% is unknown. The adjusted $R^2 = 0.78$ reflects how well the model can be generalized. The adjusted R^2 is lower than the unadjusted R^2 by 0.07 ($0.85 - 0.78$).

If the model were created from the whole population, instead of a sample, the outcome would explain just around 7% less of why each observation falls where it does. ANOVA Table 2.3 uses an F-value to determine if the model is significant statistically. At $p= 0.000$, F-value is considered statistically significant here.

This measure indicates how the dependent variable (“Overall Satisfied”) can increase by one unit when the predictor variable (“Product Variety”) is increased by one, with all other independent variables kept the same. During regression analysis with step-wise method, product feature is seen as not having any significant impact.

Based on Table 2.4, because all the VIF values are smaller than 5, it is clear that there are no collinearities among the variables.

Table 2.1: Variables Entered/Removed(b)

Model		
1	Gender Variables Entered	Variables Removed Method
	Age Category	
	Contribution to the	
	Organization is recognized	
	Creativity is Appreciated	
	Cooperativeness of the Co- Workers	
	Responsive Superiors Practicing	
	Merit and Skill- Based Hiring	
	Free of Corporate Conspiracy	Enter
	Practicing Fairly Performance Evaluation	
	Existence of Competent Reward System	
	Absence of Sexual Harassment at Work	
	Work Stress and Mental Health is Regulated and Consulted	
	Maintaining Working Independency	

a All requested variables entered.

b. Dependent Variable: "I'm comfortable and engaged in my role"

Table 2.2 :Model Summary

		Adjusted R	Std. Error of
Model	R	R Square	Square the Estimate
1	0.56(a)	0.85	0.78 0.577

a Predictors: (Constant), Gender, Age Category, Contribution to the Organization is recognized, Creativity is Appreciated, Cooperativeness of the Co-Workers, Responsive Superiors, Practicing Merit and Skill-Based Hiring, Free of Corporate Conspiracy, Practicing Fairly Performance Evaluation, Practicing Fairly Performance Evaluation Existence of Competent Reward System, Absence of Sexual Harassment at Work,

Work Stress and Mental Health is Regulated and Consulted, Maintaining Working Independency

b Dependent Variable: "I'm comfortable and engaged in my role"

Table 2.3: ANOVA(b)

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	831.511	7	4.110	1.100	.000(a)
	Residual	99276.612*	12865	3.101		
	Total	100107.51	12872			

a Predictors: (Constant), Gender, Age Category, Contribution to the Organization is recognized, Creativity is Appreciated, Cooperativeness of the Co-Workers, Responsive Superiors, Practicing Merit and Skill-Based Hiring, Free of Corporate Conspiracy, Practicing Fairly Performance Evaluation, Practicing Fairly Performance Evaluation Existence of Competent Reward System, Absence of Sexual Harassment at Work, Work Stress and Mental Health is Regulated and Consulted, Maintaining Working Independency.

b Dependent Variable: "I'm comfortable and engaged in my role"

2.4 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
		B	Std. Error	Beta	t		Tolerance	VIF
1	(Constant)	1.312	.052		20.154	.000		
		.031	.011	.021	2.512	.009	.998	1.002
	Gender							
		.023	.051	.017	.441	.006	.896	1.116
	Age Category							
		.021	.032	.014	.322	.0003	.886	1.112
	Contribution to the Organization is recognized							
	Creativity is Appreciated	.017	.032	.014	.289	.003	.696	1.436
	Cooperativeness of the Co-workers	.019	.036	.017	.324	.002	.763	1.456
		.027	.027	.012	.314	.004	.769	1.300
	Practicing Merit & Skill based Hiring	.024	.021	.019	.310	.002	.693	1.443
	Free of Corporate Conspiracy	.026	.025	.013	.278	.005	.656	1.532
	Practicing Fairly Performance Evaluation	.021	.023	.012	.315	.003	.656	1.325
	Existence of Competent Reward System	.031	.036	.016	.456	.005	.456	1.569
	Absence of Sexual Harassment at Work	.041	.041	.023	.35	.002	.369	1.365
	Harassment at Work	.051	.036	.026	.356	.003	.356	1.269
	Work Stress and	.031	.056	.046	.423	.004	.369	1.236

Mental Health is Regulated and Consulted							
Maintaining Working Independency	.036	.059	.051	.498	.002	.398	1.896

a Dependent Variable: "I'm comfortable and engaged in my role"

7.2 Determining the Affecting Factors on Understanding and being Satisfied about Job

Besides looking at associations of certain attributes mentioned earlier, multivariate analysis should be applied to find out the risk or prognostic factors affecting employee satisfaction in the organization. The hierarchical logistic regression works well for multivariate analysis because the method does not rely on how the explanatory variables are distributed. Moreover, it supports investigating only qualitative variables, only quantitative variables or a blend of qualitative and quantitative variables.

Various explanatory variables are listed in Table 3 and Hierarchical Logistic Regression shows what factors affect the population's overall satisfaction with their health.

The state of understanding and satisfaction with their jobs for all four models (1(A), 1(B), 1(C) and 1(D)) are displayed in Table 3. As indicated by Table 3, what greatly matters for the studied group is how the participation of every employee in such firms is seen and appreciated, specifically as this is related to their level of satisfaction. Being accepting of employees' work-related contributions makes the respondents 1.275 times more likely to be satisfied with job being assigned at their company than those without such support.

Based on the research (Table 3), companies that encourage creativity in sustainable practices see employees become 1.27 times more aware and satisfied with their workplace. So, having more employees who can manage their tasks freely makes it more likely for them to be content in the work environment.

Managing work stress inside a company, so employees are happier, is proven to foster a positive atmosphere at work. As shown in the Table, organizations with managed stress at work have employees who are 1.26 times more satisfied.

Table 3: Hierarchical Logistic Regression estimates of being overall Satisfied with the Job among the Studied Population

Background Characteristics		Model 1 (A)	Model 1(B)	Model 1(C)	Model 1(D)	Confidence Interval	
		Odds Ratio	Odds Ratio	Odds Ratio	Odds Ratio	Lower	Upper
Gender	No	-	-	-	-	-	-
	Yes	1.155***	1.166***	1.189***	1.275	1.221	1.611
	<20	--	-	-	-	-	-
Age Category	20-24	0.125	0.265	0.652	0.365	-	-
	25-29		0.14***	0.301***	0.127	3.512	7.112
	30-34		1.365***	1.365***			
	35+						
Contribution to the Organization is recognized	No	--	-	-	-	-	-
	Yes		1.112*	1.119**	1.125**	1.028	1.235
Creativity is Appreciated	No	--	--	-	-	-	-
	Yes			1.337	1.685***	1.501	1.913
Cooperativeness of the Co-workers	No	--		--	-	-	-
	Yes			1.287	1.456	1.211	1.641
Responsive Superiors Practicing Merit & Skill based Hiring	No	--		--	-	-	-
	Yes				1.236***	0.331	0.812
	No	--		--	-	-	-
Free of Corporate Conspiracy	Yes				12.365		
	No	--		--	-	-	-
	Yes		1.126	1.265	1.523		
Practicing Fairly Performance Evaluation	No	--		--	-	-	-
	Yes			1.36	1.425		
	No	--		--	-	-	-
Absence of Sexual Harassment at Work	Yes			1.331	1.412		
	No			--	--		
	Yes					1.331	
Work Stress and Mental Health is Regulated and Consulted	No	---	---		---	1.451	
	Yes						
Maintaining Working Independency	Yes						
-2 LL ^ε		21456.45	19612.896	18456.7145		16651.521	0.000
Chi-square		251.141**	3145.412***	5115.135**		5812.145***	
Error Reduction ^ε		281.554	4830.858	280.025	31.578		

Note: Reference category (-);*** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$.

Valuing the imaginative thinking of team members also helps ensure the company's staff enjoy their jobs. From the information in Table 3, employees who received praise for being creative were 1.236 times happier in their jobs.

Employees with little conspiracy at the workplace are 1.52 times more likely to be satisfied with what they do. That is why, extracting secrets or forming conspiracy theories should be avoided inside an organization to allow employees to be satisfied with their jobs.

Good practices in evaluating employee performance have been determined as significant for creating employee satisfaction. If the employees think that their performance is evaluated better, they are found to be 1.42 times more satisfied with work.

It has again been demonstrated from Table 3 that the respondents who are having the facility of enjoying working dependency are 1.451 times more likely to be engaged and satisfied to his/her job than that of the respondents who are not enjoying the facilities.

Conclusions

It is found in this study that workplace, cooperative colleagues, committed supervisors, conspiracy within the company, sexual harassment, occupation-related stress, mental health support, a good work-life balance, etc. motivate most employees in different Bangladeshi industries. Some members of staff mention company conspiracies, sexual harassment and work stress which negatively influences their satisfaction at work.

The happiness of an employee depends on safety at work as well as opportunities to work with others, along with leaders who respond, not facing conspiracies, respecting them, mental health, work-life balance and more. It is necessary for all employers to be aware of how to put the functions of HRM into action.

Modern HR professionals use the right HR functions to sustain the company's environment and reap the benefits of being competitive. People in these organizations should also appreciate that HR practices help a lot in making employees satisfied which encourages their best efforts.

Therefore, today's HR managers have to make the youngsters and employees understand how to keep the organization environment healthy and help it keep retaining its employees which supports the development of the organization.

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