

THESIS REPORT
ON
**“The Nexus Between HRM Practices and Employee Outcomes:
A Comparative Study of Prime Bank PLC and BRAC Bank PLC”**

SUBMITTED BY:

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ID: EMBA2501034025

Program: Executive Master of Business Administration (EMBA)

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SUBMITTED TO:

Department of Business Administration

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Submitted for the partial fulfilment of the degree of
EMBA in Human Resources Management (HRM)



Sonargaon University (SU)
147/1, Green Road, Panthapath, Tejgaon, Dhaka

Date of Submission: January 05, 2026

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Date of Submission: January 05, 2026

Letter of Transmittal

January 05, 2026

Dr. Md. Masud Rana
Professor & Head
Department of Business Administration
Sonargaon University

Subject: Submission of Thesis Report titled “**The Nexus Between HRM Practices and Employee Outcomes: A Comparative Study of Prime Bank PLC and BRAC Bank PLC**”.

Dear Sir,

I am pleased to submit my thesis entitled “The nexus between HRM practices and employee outcomes: A comparative study of Prime Bank PLC and BRAC Bank PLC” in partial fulfilment of the requirements for the degree of Executive Master of Business Administration (EMBA) at Sonargaon University.

This study examines the relationship between Human Resource Management practices and employee outcomes, with a comparative focus on Prime Bank PLC and BRAC Bank PLC. The research has been conducted under the guidance of Dr. Md. Masud Rana, Professor & Head, Department of Business Administration and I have made every effort to follow the prescribed academic and ethical standards of the university.

I respectfully request you to accept this thesis for evaluation.

Yours sincerely,

Faisal Rahman
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Letter of Acceptance

This is to certify that **Faisal Rahman**, ID: EMBA2501034025, Department of Business Administration, has completed his thesis report titled on “**“The Nexus Between HRM Practices and Employee Outcomes: A Comparative Study of Prime Bank PLC and BRAC Bank PLC”**” under my supervision as a part of partial requirement for obtaining Executive Master of Business Administration (EMBA) degree major in Human Resources Management. This thesis report can be accepted for evaluation.

Dr. Md. Masud Rana
Professor & Head
Department of Business Administration
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Declaration of the Student

I hereby declare that this thesis entitled “**The nexus between HRM practices and employee outcomes: A comparative study of Prime Bank PLC and BRAC Bank PLC**” is my original work and has been prepared by me under the supervision of Dr. Masud Rana, Professor & Head.

I further declare that this thesis has not been submitted, either in whole or in part, for the award of any degree, diploma, or other qualification at this or any other institution. All sources of information and data used in this study have been properly acknowledged.

The views expressed in this thesis are solely those of the author and do not necessarily reflect the views of the university or any organisation associated with this research.

Sincerely Yours,

Faisal Rahman

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Abstract

This study examines the relationship between Human Resource Management (HRM) practices and employee outcomes in private commercial banks in Bangladesh, with a comparative study on Prime Bank PLC and BRAC Bank PLC. Anchored in the Ability–Motivation–Opportunity (AMO) framework and the Resource-Based View (RBV), the study conceptualises HRM practices as formative configurations rather than reflective constructs. In this framework, recruitment and selection, training and development, performance appraisal, and compensation and benefits are treated as complementary practices that jointly constitute the HRM system within banking organisations.

Using primary survey data collected from 200 employees, 100 from each bank, the study adopts a quantitative, cross-sectional research design. Empirical analysis employs descriptive statistics to profile HRM practices and employee outcomes, followed by independent sample t-tests to assess inter-bank differences. Pearson correlation analysis and multivariate regression techniques are used to examine the relationships between HRM practices and three key employee outcomes: job satisfaction, retention intention, and self-rated performance. In addition, mediation and moderation analyses are conducted to test the intervening role of employee motivation and the contextual role of organisational culture.

The findings indicate that HRM practices and employee outcomes are largely similar across the two banks, with only limited statistically significant differences observed. Among the HRM dimensions, training quality emerges as the sole area showing a significant mean difference between Prime Bank and BRAC Bank. Regression results reveal weak and mostly statistically insignificant direct relationships between HRM practices and employee outcomes. Further analysis shows that employee motivation does not mediate these relationships, while organisational culture does not significantly moderate the effects of HRM practices on employee outcomes.

The study contributes to the HRM literature by empirically demonstrating the limits of formal HRM systems as standalone drivers of employee outcomes in highly standardised and regulated banking environments. It offers implications for future research and refinement of HR policy in the context of Bangladesh's private banking sector.

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List of Acronyms

HRM	Human Resource Management
HR	Human Resources
HRIS	Human Resource Information System
AMO	Ability–Motivation–Opportunity
RBV	Resource-Based View
HPWS	High-Performance Work System
PLC	Public Limited Company
SME	Small and Medium Enterprise
RS	Recruitment and Selection
TD	Training and Development
PA	Performance Appraisal
CB	Compensation and Benefits
ME	Motivation and Engagement
OC	Organisational Culture
JS	Job Satisfaction
RI	Retention Intention

EP	Employee Performance
EFA	Exploratory Factor Analysis
CFA	Confirmatory Factor Analysis
VIF	Variance Inflation Factor
OLS	Ordinary Least Squares
SPSS	Statistical Package for the Social Sciences
PCA	Principal Component Analysis
ACR	Annual Confidential Report
KPI	Key Performance Indicator
LMS	Learning Management System
YLP	Young Leaders' Programme

Chapter 1: Introduction

1.1 Background of Study

The banking sector in Bangladesh plays a central role in financial intermediation and economic development, making the management of human resources a critical determinant of service quality and organisational competitiveness. As banking operations increasingly depend on knowledge-based tasks and customer-centric service delivery, effective Human Resource Management practices become essential for ensuring employee competence, motivation, and retention (Armstrong, 2021). International evidence shows that strategic HRM enhances organisational performance by aligning employee abilities and incentives with institutional goals (Becker and Gerhart, 1996), while studies in South Asia highlight the sector's growing reliance on training, performance appraisal, and technology-enabled HR processes to meet regulatory and market pressures (Budhwar and Debrah, 2013). In Bangladesh, private commercial banks such as Prime Bank face intensified competition, digital transformation demands, and evolving customer expectations, underscoring the need for robust HRM systems that support workforce capability, engagement, and sustainable performance.

1.2 Overview of the Banking Sector of Bangladesh

The banking sector of Bangladesh has developed into a diversified and increasingly competitive financial system that facilitates capital formation, trade financing, and national economic growth. The sector consists of state-owned commercial banks, specialised development banks, private commercial banks, and foreign banks, all operating under the regulatory framework of Bangladesh Bank, which oversees monetary stability and supervisory standards (Bangladesh Bank, 2023). Over the past two decades, private commercial banks have expanded rapidly in terms of branch networks, asset portfolios, and technological capacity, driven by financial liberalisation and rising consumer demand for modern banking services (Rahman, 2019). Digitalisation initiatives such as mobile financial services, electronic payment systems, and automated clearing have further transformed operational structures, intensifying the need for skilled human resources to ensure compliance, service quality, and technological adaptability (Islam and Sobhani, 2020). In this evolving environment, effective Human Resource Management practices have become indispensable for sustaining competitiveness, particularly among private banks.

1.3 Overview of Prime Bank and BRAC Bank

Prime Bank PLC, founded in 1995, is a leading private commercial bank in Bangladesh known for its diversified financial services, strong corporate governance, and emphasis on technological modernisation (Prime Bank Limited, 2023). The bank operates a broad network of branches and service outlets and has invested significantly in digital platforms, risk management systems, and

structured Human Resource Management initiatives to strengthen operational efficiency and service quality (Bangladesh Bank, 2023).

BRAC Bank PLC, established in 2001, is recognised as one of the most innovative and rapidly growing private commercial banks in the country. The bank holds a distinctive market position due to its strong focus on SME financing, retail banking solutions, and technology-driven service expansion (BRAC Bank Limited, 2023). With extensive digital banking capabilities and a large nationwide footprint, BRAC Bank places considerable emphasis on workforce development, performance management, and talent alignment to support its high-growth operational model (Rahman, 2019).

Given their prominence, strategic orientations, and reliance on human capital, both Prime Bank and BRAC Bank provide an appropriate context for examining HRM practices within Bangladesh's evolving banking sector.

1.4 Problem Statement

Human Resource Management practices play a critical role in shaping employee performance, service quality, and organizational competitiveness in the banking sector of Bangladesh, where service delivery is heavily dependent on skilled human capital (Armstrong, 2021). Although private commercial banks have increasingly adopted structured HRM systems, significant variations persist in recruitment processes, training effectiveness, performance appraisal mechanisms, and talent retention strategies across institutions (Budhwar and Debrah, 2013). Existing studies highlight that inconsistencies in HRM implementation negatively influence employee motivation and organizational performance within Bangladeshi banks (Rahman, 2019). Despite the prominence of Prime Bank and BRAC Bank, limited empirical research compares their HRM practices in a consolidated analytical framework. This gap restricts understanding of how differences in HRM application affect employee outcomes and institutional efficiency. Therefore, a systematic examination is required to identify strengths, weaknesses, and improvement areas in the HRM systems of both banks.

1.5 Research Aim and Objectives

The primary aim of this study is to comparatively examine the configuration and perceived effectiveness of key Human Resource Management (HRM) practices in Prime Bank and BRAC Bank, and to assess how these bundled HR practices, taken together, are associated with employee outcomes such as job satisfaction, retention intention, and self-rated performance. The specific aims include:

1. To identify and compare the configuration of key HRM practices, including recruitment and selection, training and development, performance appraisal, and compensation, implemented in Prime Bank and BRAC Bank.
2. To examine the associations between composite HRM practice indices and employee outcomes, namely job satisfaction, retention intention, and self-rated performance.
3. To assess whether employee motivation and engagement operate as an intervening mechanism linking HRM practice bundles to employee outcomes.
4. To examine the moderating role of organizational culture in shaping the strength of relationships between HRM practices and employee outcomes.
5. To generate evidence-based recommendations for strengthening HRM systems in Bangladesh's private banking sector.

1.6 Research Questions

This study addresses the following research questions.

1. How do HRM practice configurations differ between Prime Bank and BRAC Bank across recruitment, training, appraisal, and compensation domains?
2. How are HRM practice indices associated with employee outcomes, including job satisfaction, retention intention, and self-rated performance?
3. To what extent does employee motivation and engagement mediate the relationship between HRM practices and employee outcomes?
4. Does organizational culture moderate the relationships between HRM practices and employee outcomes in the two banks?

These questions guide the comparative analysis and support the study's overall objective.

1.7 Scope of the Study

The scope of this study is limited to examining key Human Resource Management practices in Prime Bank and BRAC Bank, focusing specifically on recruitment and selection, training and development, performance appraisal, and compensation systems. The research considers employees from selected branches and departments within these banks, emphasizing their perceptions, experiences, and outcomes related to HRM practices. The study relies on both primary and secondary data but does not extend to financial performance indicators or operational efficiency metrics outside the HRM domain. Its geographical scope is primarily urban branches

where HRM systems are more structured, allowing for a meaningful comparison between the two institutions.

1.8 Significance of the Study

This study holds significant academic and practical value because effective Human Resource Management practices are closely linked to employee motivation, service quality, and organizational performance in the banking sector, where human capital functions as a key strategic resource (Armstrong, 2021). By comparing Prime Bank and BRAC Bank, two major private commercial banks with distinct operational strategies and workforce structures, the research contributes to a deeper understanding of how HRM practices shape employee outcomes within the Bangladeshi context. Existing studies emphasize that variations in training quality, appraisal fairness, and compensation systems can substantially influence job satisfaction and retention in developing economies (Budhwar and Debrah, 2013). Therefore, identifying differences and similarities in HRM implementation across these banks offers practical insights for managers seeking to enhance workforce effectiveness and organizational competitiveness. The findings can assist HR practitioners in refining recruitment processes, improving performance management, and designing more equitable reward systems that align with employee expectations and organizational goals. Additionally, the study contributes to the limited body of comparative HRM research in Bangladesh, supporting policymakers, industry stakeholders, and scholars in evaluating sector-wide HRM challenges and opportunities for improvement.

1.9 Limitations of the Study

This study is subject to several limitations. The analysis is based on data collected from selected branches of Prime Bank and BRAC Bank, which may not fully represent the experiences of all employees across their nationwide networks. The study relies primarily on self-reported perceptions, which may introduce response bias. Access to internal HR documents and performance indicators is limited, restricting deeper organizational analysis. Time constraints also limit the breadth of data collection, particularly for interviews. Additionally, the study focuses only on key HRM practices and does not examine broader financial or strategic variables that may influence organizational performance.

1.10 Definition of Key Terms

Human Resource Management (HRM): Human Resource Management refers to the strategic approach used by organizations to recruit, develop, motivate, and retain employees so that their performance contributes effectively to organizational goals (Armstrong, 2021). HRM

encompasses a range of functions including staffing, training, performance management, compensation, and employee relations.

Recruitment and Selection: Recruitment and selection involve the processes through which organizations attract, assess, and hire individuals with the skills and attributes necessary to fulfill job requirements (Dessler, 2020). Recruitment focuses on generating a pool of qualified candidates, while selection centers on choosing the most suitable individuals from that pool.

Training and Development: Training refers to structured activities aimed at improving employees' job-related skills and competencies, while development focuses on long-term growth and career advancement (Noe, 2020). Both functions are essential for enhancing employee performance and organizational adaptability.

Performance Appraisal: Performance appraisal is the systematic evaluation of an employee's job performance, typically conducted to assess achievements, identify improvement areas, and inform decisions regarding promotion, compensation, or training (Aguinis, 2019).

Compensation and Benefits: Compensation includes financial rewards such as salaries and incentives, whereas benefits refer to non-monetary advantages such as leave policies and health coverage. Together, these form the total reward system that influences employee motivation and retention (Milkovich, Newman, and Gerhart, 2023).

Employee Satisfaction: Employee satisfaction denotes the degree to which individuals feel positively about their job and work environment, influenced by factors such as fairness, recognition, and working conditions (Locke, 1976).

Employee Retention: Employee retention refers to an organization's ability to minimize voluntary turnover by creating favorable working conditions, competitive rewards, and opportunities for career growth (Hausknecht, Rodda, and Howard, 2009).

Chapter 2: Literature Review

2.1 Theoretical Foundation

Reviewed reports on Bangladesh banks' HRM do not explicitly cite formal theories, so we draw on established HRM frameworks. For example, the resource-based view (RBV) treats skilled employees as unique, valuable assets that can yield sustained competitive advantage. Under RBV, a bank that cultivates rare human capital builds distinctive capabilities (Rahman & Akhter, 2021). Human capital theory similarly regards employee knowledge and skills as investments that enhance performance. Notably, human capital is described as a "crucial element in increasing ... competitiveness," implying intensive training and development programs boost long-term productivity. Another key framework is the Ability–Motivation–Opportunity (AMO) model: it holds that HR practices are most effective when they improve employees' abilities, motivation and opportunities to contribute. High-performance work system studies confirm that banks' HR bundles are designed to enhance ability, motivation and involvement (Khan et al., 2023). For example, structured recruitment processes, skill-building training and incentive pay align with these AMO dimensions. Local evidence supports this perspective: Talukder et al. (2014) find that Bangladeshi commercial banks use multi-stage testing and in-house training institutes. These practices implicitly reflect RBV/ human capital thinking by securing qualified staff and enhancing their skills. The theories also explain retention efforts: offering clear career paths and reward programs helps retain scarce talent (cf. Masum et al., 2015). Finally, strategic HRM theory emphasizes alignment of HR and business strategy. In banking, aligning organizational goals and HR initiatives is seen as essential for performance (Masum et al., 2015). Together, RBV, human capital and AMO theories explain why Bangladeshi banks invest in training, performance-linked pay and employee development to build unique human resources and sustain competitive advantage. In practice, this implies HR policies (selective hiring, continuous learning, merit pay) are investments in workforce capabilities aimed at driving the bank's competitive performance.

2.2 HRM in Global Banking

Recruitment

In OECD/global banks, hiring often uses sophisticated selection methods (online assessments, psychometric tests, campus programs). Bangladeshi banks, by contrast, rely on formal exams and interviews. Talukder et al. (2014) report that Bangladesh's commercial banks follow multi-stage written and oral testing for new hires. Regional practices in South Asia similarly emphasize formal testing, whereas Western banks increasingly use digital recruitment tools.

Training & Development

Global banks invest heavily in continuous learning (online modules, international rotations). Bangladeshi banks likewise emphasize training: all surveyed banks maintain in-house training

institutes and induction programs, reflecting a commitment to skill development. However, much of this training remains classroom-based. By contrast, OECD banks often combine formal courses with e-learning platforms and structured career development pathways.

Performance Appraisal

OECD banks use structured performance management systems, often incorporating 360-degree feedback and analytics tied to incentives. In Bangladesh, evaluation tends to be more traditional. For example, Talukder et al. note that annual confidential reports (ACRs) are the main tool for promotion decisions. This reflects a mix of tenure and performance. Some other emerging-market banks (e.g. in South Asia) are moving toward balanced scorecards, but Bangladeshi banks still rely on simpler appraisal schemes.

Retention

Global banks support retention through clear career paths, continuous development and competitive benefits. Bangladeshi banks focus on promotions, tenure and on-the-job training to keep staff. Local managers stress that fair recruitment, training and reward systems are critical for retaining scarce talent (Khan et al., 2023). Competition from multinational firms means domestic banks must improve compensation and culture to hold skilled employees.

Global Trends Influence

International HRM trends (digital transformation, diversity initiatives, data analytics) are gradually influencing Bangladesh. For example, foreign-owned banks (with global practices) in Bangladesh achieve higher HR efficiency than domestic banks (Masum et al., 2015). Local banks are slowly integrating merit-based pay and performance feedback systems common in OECD banks, though challenges like ICT skills gaps persist (Talukder et al., 2014).

Overall, while Bangladeshi banks share many broad HRM goals with global institutions (e.g. employee development, performance pay), they often apply these practices in more traditional forms. Global trends toward digitalized, data-driven HRM are influencing Bangladeshi commercial banks, but resource and infrastructure constraints mean many practices (recruitment, appraisal, training) lag behind OECD benchmarks.

2.3 HRM in the Bangladeshi Banking Sector

The banking industry in Bangladesh comprises a mix of state-owned, specialized development, private commercial, and foreign banks, with Bangladesh Bank as the central regulator. Over the past few decades HRM concepts have become increasingly established in Bangladesh's financial sector. By the 2010s, HRM "became so familiar and momentous in every business sector of Bangladesh". In banks, HRM functions are extensive. Covering human resource planning, job analysis, recruitment and selection, orientation, compensation, performance appraisal, training and development, and labor relations. Common practices include structured training programs and

performance evaluation systems; for example, training and development is regarded as essential for equipping employees with required skills, and formal appraisal processes are used to manage performance. Compensation and benefits (salary, bonuses, provident fund, etc.) and employee retention initiatives are also key HR activities.

The sector faces several contextual challenges. Technological change and digitalization have increased demand for skilled, IT-literate personnel. Accordingly, many banks are gradually adopting e-HRM systems (electronic HR management) for recruitment, training and other HR tasks. However, such digital adoption remains limited mainly to larger institutions. Skill shortages are acute: one analysis notes that the “availability of skilled and efficient bankers is a major challenge” for Bangladesh’s banking sector, underscoring the need for robust training programs to build workforce competencies. Banks also operate under tight regulatory oversight by Bangladesh Bank, which can constrain HR flexibility (e.g. central approval for key hires and standardized policies). Overall, while private banks in Bangladesh tend to pursue more diversified HR practices (especially in areas like job design and training) than public banks, industry studies emphasize that strengthening skills development and updating HR systems are urgent priorities for sustaining performance.

2.4 Recruitment and Selection

Bangladeshi commercial banks typically employ multi-stage recruitment processes. Vacancies are advertised in newspapers and online, and candidates are shortlisted on academic credentials (e.g. degrees and grades). Most banks then administer competitive exams and structured interviews to evaluate applicants. For instance, National Bank Limited (NBL) requires candidates to pass a 60-question written test (covering general knowledge and math, with a 60% pass mark) before proceeding to an interview. NBL’s interviews, conducted by an HR panel, assess applicants on appearance, communication, knowledge and common sense, with each dimension scored (see Table 3.3 in [54]). Typical entry criteria include minimum academic qualifications (e.g. master’s or bachelor’s with high CGPA) and relevant majors (finance, accounting, economics, etc.), along with age and health requirements. Probationary hires then serve a year-long trial period during which performance is reviewed before confirmation.

Like many markets, Bangladeshi banks struggle to attract enough qualified talent. The lengthy recruitment process, with written exams followed by oral interviews, can take many months. Observers note that this time-consuming approach, while thorough, may delay hiring; one study suggests adopting more technology (online applications, psychometric tests, assessment centres) to streamline selection and identify candidates more efficiently. In comparison, global banks increasingly use online assessments and video-based interviews (for example, the European Central Bank employs online psychometric tests and recorded video interviews) to improve efficiency. In Bangladesh, some banks are beginning to experiment with such tools, but traditional exams and panel interviews remain the norm. In sum, recruitment in Bangladeshi banks combines

rigorous testing and interviews with strict eligibility criteria; while effective in vetting candidates, it faces criticism for being protracted and resource-intensive.

2.5 Training and Development

Banks in Bangladesh emphasize continuous training to update employee skills in a competitive sector (Chowdhury et al., 2022). Both in-house and external programs are used. In-house training often includes induction or “foundation” courses for new recruits (e.g. multi-week training for trainee officers) and ongoing departmental workshops. Many banks have dedicated training centers; for example, Prime Bank’s HR Training & Development Centre runs regular foundation courses for new cash officers. For leadership development, banks partner with external experts: BRAC Bank’s one-year Young Leaders’ Programme (YLP) provides structured rotations and 360° exposure to groom future leaders, and City Bank teamed with Dhaka University’s IBA to deliver an executive leadership course for its emerging managers. External training is also offered via institutions like the Bangladesh Institute of Bank Management or international partners. Digital learning is growing; for instance, Community Bank launched an online Learning Management System (LMS) giving staff web access to courses, materials and tests. Such e-learning initiatives are praised for making training “more convenient” and scalable. Overall, training programs aim to build both technical and managerial competencies (from product knowledge to leadership skills), aligning staff development with organizational goals. These programs typically involve classroom instruction, mentoring and online modules.

2.6 Performance Appraisal

Bangladeshi banks typically conduct annual performance appraisals using formal review systems. The most common tool is the Annual Confidential Report (ACR), a structured rating form filled out by supervisors. Banks often supplement ACRs with quantitative targets or KPIs tied to business goals. Appraisal outcomes are directly linked to promotions and rewards. For example, promotions and salary increments depend on combined criteria such as ACR rating, academic qualifications and years of service. High ACR scores and KPI achievements are prerequisites for advancement and bonuses. Some institutions also pilot 360-degree feedback and balanced scorecard metrics to provide a broader performance perspective: these collect input from peers, subordinates and customers, though they are still rare due to complexity. (360° reviews can broaden insight but require a culture of trust and careful feedback to be effective.)

Strengths of these systems include clear criteria and alignment with strategic targets, but weaknesses are noted. Studies report that ACRs suffer from manager bias, rating inflation and lack of constructive feedback. Overemphasis on narrow KPIs can also encourage short-term focus. Overall, banks acknowledge the need to refine appraisal processes for fairness and development, while remaining tightly linked to promotion and reward systems (Nishath & Rahman, 2021). Each

year, appraisal results typically determine salary increments, bonuses or career advancement, making these systems central to employee motivation and career paths.

2.7 Compensation and Benefits

Commercial banks in Bangladesh typically provide employees with a mix of fixed salary, allowances, and performance-linked incentives. Employees receive a competitive basic pay supplemented by standard cash allowances. For example, house rent, medical, conveyance, etc. as noted in industry studies. Banks also award bonuses: for instance, Prime Bank pays annual performance-based bonuses and festival (Eid) bonuses in addition to base pay. Fringe benefits are mandated as well. In BRAC Bank, all confirmed staff must contribute 10% of basic salary to a provident fund (matched equally by the bank) and become eligible for a funded gratuity (one month's pay per service year after a multi-year vesting). Prime Bank reports a similar scheme. Other perks (group insurance, welfare fund, subsidized loans, paid leave) are commonly offered. In sum, Bangladeshi banks blend fixed pay with variable bonuses and statutory benefits to attract and retain talent.

2.8 Employee Engagement, Motivation, Retention

Bangladesh's leading banks actively foster a performance-oriented culture and clear career paths to motivate staff. For example, BRAC Bank explicitly promotes a meritocratic, performance-driven culture in which promotions and rewards are linked to achievement. It highlights "exceptional career progression opportunities" and wellness initiatives (e.g. employee clubs) on its careers site to keep staff motivated. BRAC also emphasizes values like diversity and inclusion, enriching the workplace environment. Prime Bank likewise invests heavily in training and development: its in-house Prime Bank Training Institute (PBTI) runs regular skills workshops and seminars to advance employees' competencies and careers. Both banks pair training with formal recognition (awards, appreciation events) and work-life balance perks to boost job satisfaction. These practices align with research showing that clear growth prospects and a supportive culture improve employee commitment and reduce turnover. In practice, such engagement efforts help Prime Bank and BRAC Bank maintain higher staff morale and lower attrition than many peers.

2.9 Comparative Studies in HRM

Comparative HRM research highlights distinct differences between global banks and Bangladeshi banks. Global financial institutions often integrate HRM strategically across all operations, leveraging comprehensive talent acquisition and development programs. By contrast, Bangladeshi banks have traditionally focused on operational aspects like employee training and basic HR disclosure. For example, Masum et al. (2015) find that foreign (global) banks in Bangladesh convert HRM initiatives into efficiency gains more effectively than domestic banks (efficiency score 0.946 vs 0.833). However, leading local banks are closing the gap. Prime Bank Ltd. in

particular stands out; Ahmad (2022) notes Prime Bank recorded the highest HR practice disclosure among listed banks. Similarly, a comparative index of HR indicators shows Prime Bank's overall HRM utilization rate at 58%, slightly below BRAC Bank's 64%, suggesting both banks emphasize extensive recruitment, training, appraisal and reward systems. These findings imply that while multinational banks still set higher benchmarks, Prime Bank and other top Bangladeshi private banks are adopting robust HRM practices comparable to global standards. Masum et al. (2015) explicitly recommend that domestic banks pursue continuous HRM development to compete with foreign counterparts.

2.10 Research Gap Identification

Despite some HRM studies in banking, a significant gap remains: the absence of focused comparative analyses of Bangladeshi banks. Key reviews have emphasized this weakness. Kundu (2014) explicitly notes a lack of comparative HRM studies among Bangladeshi commercial banks, a point echoed by others who find virtually no cross-bank comparisons in existing research. Even where HRM has been measured, analyses stop short of detailed comparisons. For instance, Masum et al. (2015) identify a broad efficiency gap (foreign vs. domestic) and recommend that domestic banks develop HRM practices continuously, but they do not compare individual banks' HR strategies or practices. Likewise, Ahmad (2022) reports Prime Bank's leading HR disclosure score, yet does not analyze how Prime Bank's policies differ from peers. Furthermore, none of the literature benchmarks Prime Bank's HR model against global best practices or international banks' approaches. In summary, although the literature acknowledges HRM's importance for bank efficiency, it has not examined how Prime Bank (and similar banks) align with peer and international standards. Specific questions such as how Prime Bank's training programs, recruitment processes, or career-development initiatives compare to global norms remain unanswered. This thesis therefore fills the gap by systematically comparing Prime Bank's HRM practices with those of global banks and major local banks.

2.11 Summary

The reviewed literature demonstrates that HRM has become a critical strategic component in the Bangladeshi banking sector, influenced by global practices and growing competitive pressures. Commercial banks increasingly emphasize structured recruitment processes, systematic training, formal performance evaluation, and diversified compensation systems to enhance workforce capability. Comparative evidence suggests that while global banks exhibit more advanced HR integration and digitalization, leading Bangladeshi banks such as Prime Bank and BRAC Bank are progressively aligning with these standards. Existing studies also reveal substantial variation in HRM effectiveness across domestic banks and highlight notable gaps in comparative research. Overall, the literature establishes a foundation for examining how Prime Bank's HRM practices perform relative to other banks within Bangladesh and to global benchmarks.

Chapter 3: Conceptual Framework and Hypotheses

3.1 Introduction

This chapter presents the conceptual framework and hypotheses guiding the empirical investigation of Human Resource Management (HRM) practices and employee outcomes in Prime Bank and BRAC Bank. Drawing on established HRM theories, particularly the Ability–Motivation–Opportunity (AMO) framework and the Resource-Based View (RBV), the chapter explains how HRM practices are expected to shape employee attitudes and behaviours in the banking sector.

Importantly, this study conceptualises HRM practices not as single latent traits but as bundles of distinct organisational practices that jointly define the HRM system within a bank. This formulation is consistent with High-Performance Work System (HPWS) literature, which treats HR practices as formative configurations rather than interchangeable indicators of an underlying construct (Becker & Huselid, 1998; Appelbaum et al., 2000). Accordingly, the conceptual framework links composite HRM practice indices to employee outcomes through motivation and engagement, while recognising the contextual role of organisational culture.

3.2 Theoretical Foundations of the Framework

3.2.1 Ability-Motivation-Opportunity (AMO) Model

The AMO model posits that employee performance and positive work outcomes arise when HRM practices enhance employees' abilities, motivation, and opportunities to contribute (Appelbaum et al., 2000). Recruitment and selection practices primarily influence ability by ensuring skill–job fit; training and development strengthen competencies over time; performance appraisal and compensation systems affect motivation by shaping incentives and recognition; and supportive organisational contexts provide opportunities for meaningful contribution.

Rather than assuming that each HRM domain operates independently, the AMO model emphasises the joint functioning of HR practices as a system. This systemic logic supports the use of composite HRM indices in empirical analysis.

3.2.2 Resource-Based View (RBV)

The Resource-Based View argues that organisations achieve sustained competitive advantage by developing resources that are valuable, rare, inimitable, and difficult to substitute (Barney, 1991). Human capital, particularly in knowledge-intensive sectors such as banking, meets these criteria when supported by coherent HRM systems.

In the Bangladeshi banking context, where service quality, regulatory compliance, and technological adaptation depend heavily on skilled personnel, HRM practices function as strategic investments rather than isolated administrative tools. The RBV therefore justifies examining how the configuration of HRM practices relates to employee outcomes that underpin organisational performance.

3.3 Conceptualisation of HRM Practices as Formative Constructs

A central premise of this study is that core HRM practices recruitment and selection, training and development, performance appraisal, and compensation, are formative in nature. Each practice captures a distinct organisational mechanism (e.g., recruitment rigor, training relevance, appraisal fairness), and these mechanisms collectively define the quality of the HRM system.

Unlike reflective constructs, formative HRM indices do not assume high internal consistency or interchangeability among items (Diamantopoulos & Winklhofer, 2001). Instead, the absence or weakness of any single practice may materially alter the overall HRM configuration. This conceptualisation aligns with HPWS research and avoids the theoretical and statistical problems associated with forcing heterogeneous HR practices into latent factor models.

3.4 Independent Variables: HRM Practice Indices

The independent variables of the study are composite indices representing four HRM practice domains:

- Recruitment and Selection Practices – encompassing the rigor, fairness, and strategic orientation of hiring processes (Dessler, 2020).
- Training and Development Practices – reflecting induction quality, skill development, leadership training, and training relevance (Noe, 2020).
- Performance Appraisal Practices – capturing clarity, fairness, regularity, and developmental use of appraisal systems (Aguinis, 2019).
- Compensation and Benefits Practices – including salary competitiveness, incentives, and non-monetary benefits (Milkovich et al., 2023).

Each index represents the extent and configuration of practices within a bank rather than a unidimensional latent trait.

3.5 Dependent Variables: Employee Outcomes

The dependent variables reflect employee-level outcomes that are theoretically and empirically linked to HRM systems:

- Job Satisfaction, defined as an employee's overall affective evaluation of their job and work environment (Locke, 1976).
- Retention Intention, reflecting the likelihood that employees intend to remain with the organisation (Hausknecht et al., 2009).
- Self-Rated Employee Performance, capturing perceived task completion, service quality, and contribution to team objectives (Aguinis, 2019).

These outcomes are treated as reflective constructs and are central indicators of HRM effectiveness in service-oriented organisations.

3.6 Mediating Role of Employee Motivation and Engagement

Employee motivation and engagement are specified as an intervening mechanism through which HRM practice configurations influence employee outcomes. Consistent with the AMO framework, HRM practices are expected to enhance motivation by signalling organisational support, fairness, and opportunities for growth (Appelbaum et al., 2000).

In this study, motivation and engagement represent employees' overall psychological and behavioural responses to HRM systems, rather than a single latent personality trait. As such, motivation is conceptualised as a process variable linking HR practices to satisfaction, retention, and performance.

3.7 Moderating Role of Organization Culture

Organisational culture is incorporated as a moderator that shapes the strength of relationships between HRM practices and employee outcomes. Supportive, learning-oriented cultures are expected to amplify the effectiveness of HRM practices, while rigid or bureaucratic cultures may weaken these relationships (Denison, 1990; Cameron & Quinn, 2011).

Including organisational culture acknowledges that HRM practices do not operate in a vacuum; their effectiveness depends on broader institutional norms, managerial behaviours, and communication patterns.

3.8 Hypothesis Development

Based on the theoretical foundations and conceptual framework, the following hypotheses are proposed:

- H1: Composite recruitment and selection practices are positively associated with employee job satisfaction, retention intention, and self-rated performance.
- H2: Composite training and development practices are positively associated with employee job satisfaction, retention intention, and self-rated performance.
- H3: Performance appraisal practices are positively associated with employee job satisfaction, retention intention, and self-rated performance.
- H4: Compensation and benefits practices are positively associated with employee job satisfaction, retention intention, and self-rated performance.
- H5: Employee motivation and engagement partially mediate the relationships between HRM practice indices and employee outcomes.
- H6: Organisational culture moderates the relationships between HRM practice indices and employee outcomes, such that the associations are stronger in supportive and development-oriented cultures.

3.9 Conceptual Framework (Formative-Aware)

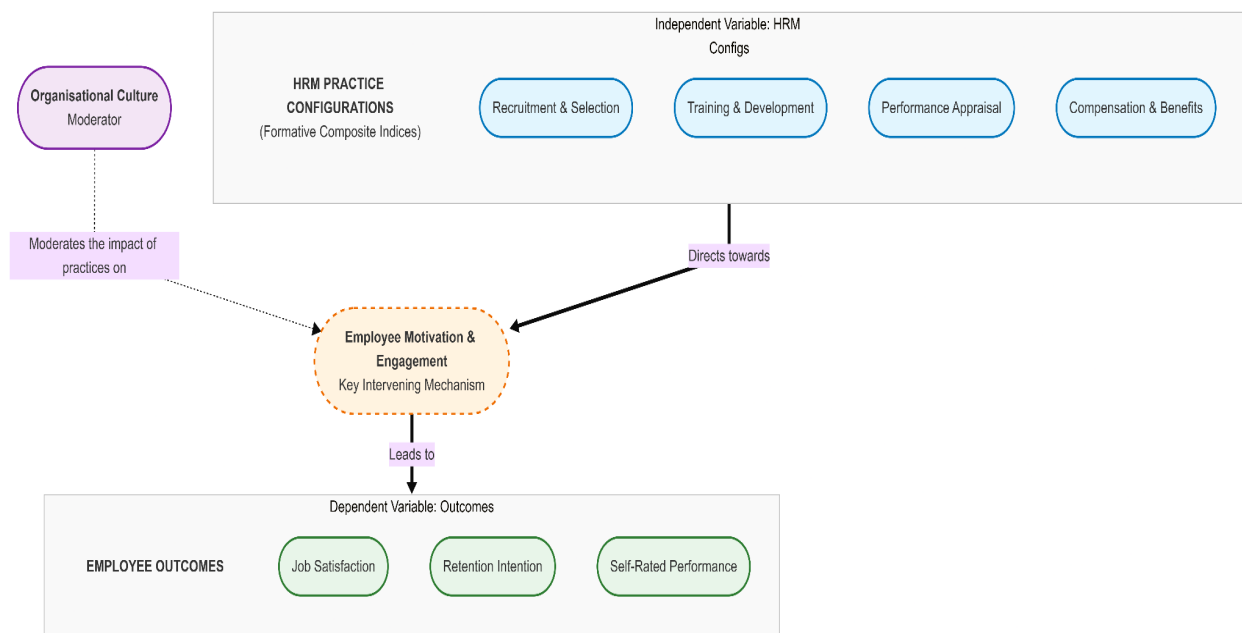


Figure 3.1: Conceptual Framework of HRM Practice Configurations and Employee Outcomes

The conceptual framework illustrates how Human Resource Management (HRM) practice configurations influence employee outcomes in Prime Bank and BRAC Bank. Drawing on the Ability–Motivation–Opportunity (AMO) model and the Resource-Based View (RBV), the framework conceptualises HRM practices as formative composite configurations rather than reflective latent constructs. Recruitment and selection, training and development, performance

appraisal, and compensation and benefits represent distinct but complementary organisational practices that jointly define the HRM system.

These HRM configurations are hypothesised to affect employee outcomes primarily through employee motivation and engagement, which functions as the key intervening mechanism translating HRM inputs into behavioural and attitudinal outcomes. Organisational culture is incorporated as a moderating variable, conditioning the strength of the relationships between HRM practices and motivation by shaping how practices are perceived and enacted within the organisation.

The framework focuses on three employee outcomes, job satisfaction, retention intention, and self-rated performance, which are critical indicators of HRM effectiveness in the banking sector. Overall, the framework provides a coherent and empirically consistent basis for hypothesis testing using mediation and moderation analysis.

Chapter 4: Research Methodology

4.1 Introduction

This chapter outlines the methodological choices and procedures used to investigate Human Resource Management practices at Prime Bank and BRAC Bank. It describes the research design and approach, defines the population, sample and unit of analysis, and details the research instrument and data-collection procedures. The chapter also explains data preparation and the analytic techniques employed to test hypotheses derived from the conceptual framework, and it documents quality-assurance steps such as reliability, validity checks and ethical safeguards. By making the study's methods explicit, the chapter ensures transparency and reproducibility and links empirical procedures to the theoretical propositions presented in Chapter 3 (Creswell & Plano Clark, 2018; Sekaran & Bougie, 2020).

4.2 Research Design

This study adopts a comparative, explanatory research design that combines cross-sectional quantitative methods with qualitative inquiry to compare Human Resource Management practices at Prime Bank and BRAC Bank. A structured employee survey tests the hypotheses derived from the conceptual model, while semi-structured interviews with HR managers provide contextual explanation and triangulation of quantitative results. The mixed-methods (convergent parallel) approach permits simultaneous collection and integration of numeric and narrative evidence, enhancing validity and depth of inference (Creswell & Plano Clark, 2018). The cross-sectional survey captures contemporaneous perceptions of HR practices and outcomes across matched samples from both banks, allowing statistical comparison and hypothesis testing (Sekaran & Bougie, 2020). Qualitative data elucidate implementation nuances, governance constraints and institutional culture that quantitative measures may not fully capture, thereby strengthening the study's explanatory power.

4.3 Population, Sample, and Unit of Analysis

The target population comprises employees of Prime Bank Limited and BRAC Bank Limited who are engaged in front-line, operational and managerial roles across selected urban branches and head-office units. The sampling frame will be constructed from the banks' human-resources lists (employee registers) and branch staffing rosters, which permit stratification by job level (officer, senior officer/assistant manager, manager) and function (retail, corporate, operations, HR). Using employee registers as the sampling frame ensures coverage of the population of interest and facilitates probability or stratified non-probability sampling as appropriate (Sekaran & Bougie, 2020). The unit of analysis is the individual employee, since hypotheses concern person-level perceptions of HRM practices and outcomes (e.g., satisfaction, retention intention, self-rated

performance). Inclusion criteria require at least six months' continuous employment to ensure familiarity with HR systems, while temporary contractors and interns are excluded. Qualitative interviews will target HR managers and senior line managers as key informants to explain institution-level implementation and policy rationales (Creswell & Plano Clark, 2018; Talukder et al., 2014).

Sample size is determined using conventional rules for survey research and practical constraints of access. Following recommendations of Sekaran and Bougie (2020) and Hair et al. (2010), the study targets approximately 5–10 respondents per survey item; with an instrument of roughly 30 items this implies a desirable sample of 150–300 respondents. To enable robust bank-level comparisons, the study aims for at least 100 usable responses per bank (total $n \approx 200$), with an oversampling buffer of 20% to compensate for non-response and incomplete questionnaires (Cohen, 1992).

A stratified sampling technique will be employed to ensure representation across job levels (officer, senior officer/assistant manager, manager) and functions (retail, corporate, operations, HR). Within strata, respondents will be selected using simple random sampling where HR-provided rosters permit; if probability sampling is infeasible due to access constraints, a stratified purposive (quota) approach will be adopted and explicitly reported as a limitation. This approach balances statistical requirements for multivariate analysis with operational realities of field data collection in banking institutions (Talukder, Hossain, & Hossain, 2014).

4.4 Research Instrument

The primary data collection instrument for this study is a structured questionnaire designed to measure employee perceptions of HRM practices and related outcomes in Prime Bank and BRAC Bank. The questionnaire consists of closed-ended items organized into sections representing recruitment and selection, training and development, performance appraisal, compensation, motivation, job satisfaction and employee performance, consistent with the operational definitions established in Chapter 3. All scale-based items use a five-point Likert format ranging from 1 (strongly disagree) to 5 (strongly agree), a method widely recommended for organizational behavior and HRM research due to its reliability and ease of interpretation (Sekaran & Bougie, 2020).

The questionnaire items are adapted from validated instruments used in prior empirical studies on HRM and employee outcomes (Aguinis, 2019; Noe, 2020). A pilot test with a small group of bank employees will be conducted to assess clarity, internal consistency and response time, allowing refinement before full administration. Additionally, semi-structured interview guides are used to collect qualitative insights from HR managers about institutional policies, challenges and contextual factors. Combining structured surveys with qualitative interviews strengthens construct validity and enhances the depth of analysis (Creswell & Plano Clark, 2018).

The study uses multi-item scales to operationalize core constructs. Independent variables, recruitment and selection, training and development, performance appraisal, and compensation, are measured with adapted, validated items from established HRM literature (Dessler, 2020; Noe, 2020; Milkovich, Newman, & Gerhart, 2023). Dependent variables include employee performance and job satisfaction, assessed using standardized multi-item scales (Aguinis, 2019; Locke, 1976). Employee motivation is measured as a mediator using attitudinal items reflecting intrinsic and extrinsic drivers, while organizational culture serves as a moderator captured by perceptual items on supportiveness and adaptability. All attitudinal items employ a five-point Likert format (1 = strongly disagree to 5 = strongly agree) to ensure comparability and statistical robustness (Sekaran & Bougie, 2020). Composite scale scores will be computed as the mean of constituent items after reverse-coding where necessary, and internal consistency will be evaluated using Cronbach's alpha. Control variables include age, tenure, education and job level to isolate HRM effects.

4.5 Data Collection Procedure

Data collection began after formal permission from Prime Bank and BRAC Bank and ethics clearance where required. A pilot test of the questionnaire was administered to 25 employees to refine item wording and timing (Sekaran & Bougie, 2020). For the main survey, stratified samples were drawn from HR rosters and questionnaires were distributed both electronically and in hard copy depending on branch preference, with two reminder contacts to improve response rates (Saunders, Lewis, & Thornhill, 2019). Concurrently, semi-structured interviews with HR managers were scheduled to explore policy rationale and implementation; interviews were recorded with consent and transcribed verbatim for analysis (Creswell & Plano Clark, 2018). Data collection spanned a predefined period of six weeks to standardize temporal effects. All participants received an information sheet and consent form; completed surveys were anonymized, logged, and stored on encrypted drives to preserve confidentiality and enable subsequent data preparation.

4.6 Data Preparation

Data preparation combined systematic cleaning, coding and pre-analysis validation to ensure measurement integrity. Survey responses were coded numerically and entered into SPSS with double-entry verification to reduce input errors (Sekaran & Bougie, 2020). Item-level screening addressed missingness using Little's MCAR test and, when appropriate, expectation-maximization or multiple imputation for non-ignorable patterns (Little, 1988; Schafer & Graham, 2002). Univariate outliers were identified by standardized z-scores and multivariate outliers by Mahalanobis distance, with extreme cases examined and treated on substantive grounds (Tabachnick & Fidell, 2013). Normality was assessed via skewness, kurtosis and Q-Q plots, and

non-normal distributions were transformed or analysed with robust methods (Field, 2013). Reliability was evaluated using Cronbach's alpha and item-total correlations, and construct validity was examined through exploratory factor analysis and, where feasible, confirmatory factor analysis (Hair et al., 2010; Nunnally & Bernstein, 1994). Procedural and statistical remedies for common-method bias were applied, and composite scale scores were computed after reverse-coding and reliability confirmation to support subsequent regression and mediation analyses (Podsakoff et al., 2003; Hayes, 2018).

4.7 Data Analysis

Quantitative data will be processed and analyzed using SPSS (and where required, AMOS or PROCESS for mediation/moderation), following a sequential approach: data cleaning and missing-value treatment, descriptive statistics, and reliability analysis (Cronbach's alpha) to evaluate internal consistency (Sekaran & Bougie, 2020; Hair et al., 2010). Factor analysis (EFA, and CFA if sample size permits) will assess construct validity and dimensionality (Hair et al., 2010). Bivariate relationships will be examined using Pearson/Spearman correlations and group comparisons (independent-samples t-tests or Mann–Whitney U tests) to contrast Prime Bank and BRAC Bank. Hypotheses will be tested with multiple regression and hierarchical models to estimate direct effects, controlling for demographics, while mediation and moderation will be analyzed using bootstrapped procedures (PROCESS macro or SEM) to obtain robust indirect-effect estimates and interaction tests (Hayes, 2018). Diagnostic checks (multicollinearity VIF, heteroskedasticity tests, residual analysis) and effect-size reporting will accompany significance tests to ensure model validity (Aguinis, 2019). Qualitative interview data will undergo thematic coding and analysis to triangulate and contextualize quantitative findings (Braun & Clarke, 2006).

4.8 Summary

This chapter detailed the methodological framework guiding the study of HRM practices at Prime Bank and BRAC Bank. It explained the research design, population and sampling decisions, and the development of the research instrument, followed by procedures for data collection, preparation, and analysis. Attention was given to ensuring data quality through systematic coding, screening, and appropriate analytical techniques aligned with the study's hypotheses. Ethical considerations and methodological rigor underpin the approach, strengthening the credibility of the findings. The next chapter presents the empirical results derived from these methods and evaluates the proposed hypotheses (Sekaran & Bougie, 2020).

Chapter 5: Data Analysis and Empirical Results

5.1 Introduction

This chapter presents the empirical findings of the study based on survey data collected from employees of Prime Bank PLC and BRAC Bank PLC. The final dataset consists of 200 observations, with equal representation from both banks. The analyses are conducted in accordance with the research objectives, research questions, and hypotheses specified in Chapters 3 and 4.

The chapter is structured as follows. Section 5.2 reports descriptive statistics for all composite variables. Section 5.3 presents bank-wise descriptive comparisons. Section 5.4 reports results from independent sample t-tests. Section 5.5 presents correlation analysis. Section 5.6 reports regression results testing the direct effects of HRM practices on employee outcomes. Section 5.7 reports mediation analysis results. Section 5.8 presents moderation analysis results. Section 5.9 reports bank-specific regression models. Section 5.10 presents diagnostic checks, followed by a brief summary in Section 5.11.

5.2 Descriptive Statistics

Table 5.1 presents descriptive statistics for all key variables included in the analysis. All composite indices are measured on a five-point Likert scale, where higher values indicate stronger agreement with the underlying statements.

The mean values of HRM practice indices range from 3.38 to 3.66. Recruitment process (RS_proc) has a mean of 3.66 with a standard deviation of 0.55. Recruitment strategy (RS_strat) has a mean of 3.44 with a standard deviation of 0.57. Training availability (TD_avail) records a mean of 3.64 and a standard deviation of 0.55, while training quality (TD_qual) records a mean of 3.41 with a standard deviation of 0.41. Performance appraisal (PA_index) and compensation and benefits (CB_index) record mean values of 3.46 and 3.38, respectively.

Motivation-related indices also fall within a similar range. Psychological motivation (ME_psych) has a mean of 3.51 and a standard deviation of 0.43, while behavioural engagement (ME_behav) has a mean of 3.55 and a standard deviation of 0.43.

Employee outcome variables show mean values of 3.50 for job satisfaction (JS_index), 3.54 for retention intention (RI_index), and 3.63 for self-rated performance (EP_index). Standard deviations across outcome variables range between 0.37 and 0.42.

Minimum and maximum values indicate that responses span the full range of the scale, with no evidence of clustering at the upper or lower bounds.

Table 5.1: Descriptive Statistics of Key Variables

Variable	N	Mean	Std. Dev.	Min	Max
Recruitment Process (RS_proc)	200	3.66	0.55	2.00	5.00
Recruitment Strategy (RS_strat)	200	3.44	0.57	2.00	4.50
Training Availability (TD_avail)	200	3.64	0.55	2.00	5.00
Training Quality (TD_qual)	200	3.41	0.41	2.33	4.33
Performance Appraisal (PA_index)	200	3.46	0.34	2.60	4.20
Compensation & Benefits (CB_index)	200	3.38	0.35	2.40	4.20
Psychological Motivation (ME_psych)	200	3.51	0.43	2.33	4.67
Behavioural Engagement (ME_behav)	200	3.55	0.43	2.33	4.67
Organisational Culture (OC_index)	200	3.49	0.36	2.75	4.50
Job Satisfaction (JS_index)	200	3.50	0.42	2.33	4.67
Retention Intention (RI_index)	200	3.54	0.37	2.75	4.50
Self-Rated Performance (EP_index)	200	3.63	0.38	2.50	4.75

5.3 Bank-wise Descriptive Statistics

Table 5.2 reports descriptive statistics separately for Prime Bank PLC and BRAC Bank PLC. Each bank contributes 100 observations.

For Prime Bank, the mean value of recruitment process is 3.73, while for BRAC Bank it is 3.60. Training availability shows mean values of 3.63 for Prime Bank and 3.66 for BRAC Bank. Training quality records a mean of 3.34 in Prime Bank and 3.48 in BRAC Bank.

In terms of motivation, Prime Bank reports mean values of 3.55 for psychological motivation and 3.58 for behavioural engagement, while BRAC Bank reports mean values of 3.47 and 3.52, respectively.

Employee outcome measures show mean job satisfaction values of 3.50 for Prime Bank and 3.49 for BRAC Bank. Retention intention records mean values of 3.56 for Prime Bank and 3.53 for BRAC Bank. Self-rated performance has mean values of 3.68 in Prime Bank and 3.59 in BRAC Bank.

Table 5.2: Bank-wise Descriptive Statistics

Variable	Prime Bank (Mean)	BRAC Bank (Mean)
RS_proc	3.73	3.60
RS_strat	3.44	3.44
TD_avail	3.63	3.66
TD_qual	3.34	3.48
PA_index	3.47	3.44
CB_index	3.37	3.40
ME_psych	3.55	3.47
ME_behav	3.58	3.52

JS_index	3.50	3.49
RI_index	3.56	3.53
EP_index	3.68	3.59

5.4 Independent Sample t-Test Results

Independent sample t-tests were conducted to assess whether statistically significant differences exist between Prime Bank and BRAC Bank across HRM practices, motivation, and employee outcomes. Results are presented in Table 5.3.

Among the HRM practice variables, training quality (TD_qual) shows a statistically significant mean difference between the two banks at the 5 percent level ($p = 0.018$). The mean difference indicates higher reported training quality in BRAC Bank compared to Prime Bank.

No statistically significant differences are observed for recruitment process, recruitment strategy, training availability, performance appraisal, or compensation and benefits. Similarly, no statistically significant differences are observed for psychological motivation, behavioural engagement, job satisfaction, or retention intention. Self-rated performance shows a marginal difference between the two banks ($p = 0.073$).

Table 5.3: Independent Sample t-Tests (Prime vs BRAC Bank)

Variable	Mean Diff (Prime – BRAC)	t-value	p-value	Significance
RS_proc	0.125	1.62	0.106	Not significant
RS_strat	0.000	0.00	1.000	Not significant
TD_avail	-0.030	-0.39	0.701	Not significant
TD_qual	-0.137	-2.38	0.018	Significant
PA_index	0.036	0.75	0.454	Not significant
CB_index	-0.024	-0.49	0.627	Not significant
ME_psych	0.080	1.32	0.188	Not significant
ME_behav	0.060	0.99	0.321	Not significant
JS_index	0.010	0.17	0.868	Not significant
RI_index	0.028	0.52	0.604	Not significant
EP_index	0.095	1.80	0.073	Marginal

Figure 5.1 provides a visual comparison of mean HRM practice scores across the two banks.

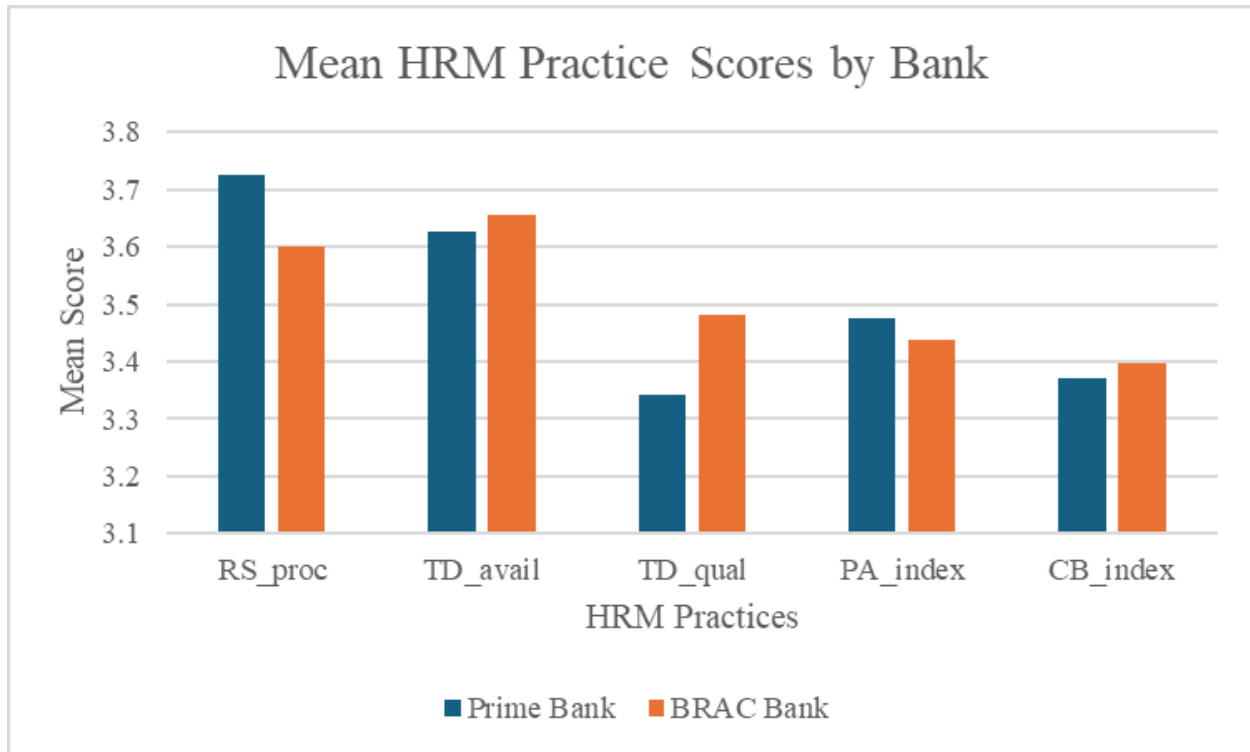


Figure 5.1: Mean HRM Practice Scores by Bank

5.5 Correlation Analysis

Table 5.4 presents Pearson correlation coefficients among HRM practices, motivation, organisational culture, and employee outcomes.

Most correlation coefficients are small in magnitude. A statistically significant positive correlation is observed between training availability (TD_avail) and behavioural engagement (ME_behav). Behavioural engagement also shows a statistically significant positive correlation with self-rated performance (EP_index). Compensation and benefits exhibit a statistically significant negative correlation with job satisfaction.

Correlations between HRM practices and job satisfaction, retention intention, and organisational culture are generally not statistically significant.

Table 5.4: Pearson Correlation Matrix

Variable	TD_avail	ME_behav	JS_index	EP_index
TD_avail	1.000			
ME_behav	0.144*	1.000		
JS_index	-0.017	0.033	1.000	
EP_index	0.007	0.144*	0.033	1.000

5.6 Regression Analysis: Direct Effects of HRM Practices

5.6.1 HRM Practices and Job Satisfaction

Table 5.5 reports regression estimates examining the association between HRM practices and job satisfaction. The model includes recruitment process, recruitment strategy, training availability, training quality, performance appraisal, and compensation and benefits as predictors.

The overall model explains approximately 4 percent of the variance in job satisfaction ($R^2 = 0.040$). None of the HRM practice variables are statistically significant at the 5 percent level. Compensation and benefits show a marginal association with job satisfaction ($p = 0.069$).

Variance inflation factors remain low, indicating no multicollinearity issues.

Table 5.5: Regression Results – HRM Practices → Job Satisfaction

JS_index	Coef.	St.Err.	t-value	p-value	95% Conf.	Interval	Sig
RS_proc	.023	.056	0.40	.687	-.087	.133	
RS_strat	.078	.054	1.45	.15	-.028	.183	
TD_avail	-.012	.064	-0.19	.846	-.138	.114	
TD_qual	-.03	.076	-0.39	.695	-.18	.12	
PA_index	-.094	.084	-1.12	.263	-.26	.071	
CB_index	-.164	.09	-1.83	.069	-.341	.013	*
Constant	4.177	.683	6.12	0	2.83	5.523	***
Mean dependent var		3.498		SD dependent var		0.424	
R-squared		0.040		Number of obs		200	
F-test		1.662		Prob > F		0.132	
Akaike crit. (AIC)		229.251		Bayesian crit. (BIC)		252.340	
*** $p < .01$, ** $p < .05$, * $p < .1$							

5.6.2 HRM Practices and Retention Intention

Table 5.6 reports regression results for retention intention. The explanatory power of the model is limited ($R^2 = 0.033$). None of the HRM practice variables are statistically significant predictors of retention intention.

Table 5.6: Regression Results – HRM Practices → Retention Intention

RI_index	Coef.	St.Err.	t-value	p-value	95% Conf.	Interval	Sig
RS_proc	.061	.056	1.09	.278	-.05	.172	
RS_strat	.057	.049	1.16	.247	-.04	.153	
TD_avail	.017	.049	0.34	.731	-.08	.114	
TD_qual	-.073	.062	-1.16	.246	-.196	.051	
PA_index	.05	.084	0.59	.554	-.116	.215	
CB_index	-.101	.081	-1.25	.212	-.261	.058	
Constant	3.481	.611	5.70	0	2.276	4.685	***
Mean dependent var	3.541		SD dependent var		0.373		
R-squared	0.033		Number of obs		200		
F-test	0.833		Prob > F		0.546		
Akaike crit. (AIC)	179.746		Bayesian crit. (BIC)		202.835		
*** $p < .01$, ** $p < .05$, * $p < .1$							

5.6.3 HRM Practices and Self-Rated Performance

Regression results for self-rated performance are presented in Table 5.7. The model explains approximately 2 percent of the variance in performance ($R^2 = 0.020$). None of the HRM practice variables are statistically significant at the 5 percent level. Compensation and benefits show a marginal association ($p = 0.071$).

Table 5.7: Regression Results – HRM Practices → Self-Rated Performance

EP_index	Coef.	St.Err.	t-value	p-value	95% Conf.	Interval	Sig
RS_proc	-.026	.051	-0.52	.605	-.126	.074	
RS_strat	-.021	.052	-0.41	.686	-.124	.081	
TD_avail	.009	.049	0.19	.848	-.088	.107	
TD_qual	-.043	.062	-0.70	.486	-.165	.079	
PA_index	-.028	.082	-0.34	.734	-.191	.135	
CB_index	-.141	.078	-1.81	.071	-.295	.012	*
Constant	4.489	.582	7.72	0	3.341	5.636	***
Mean dependent var	3.632		SD dependent var		0.375		
R-squared	0.020		Number of obs		200		
F-test	0.738		Prob > F		0.620		
Akaike crit. (AIC)	184.237		Bayesian crit. (BIC)		207.325		
*** $p < .01$, ** $p < .05$, * $p < .1$							

5.7 Mediation Analysis

Mediation analysis was conducted to assess whether psychological motivation mediates the relationship between HRM practices and job satisfaction. Results are summarised in Table 5.8.

Regression results indicate that HRM practices do not significantly predict psychological motivation. In the subsequent model, psychological motivation does not significantly predict job satisfaction when HRM practices are included as controls.

Table 5.8: Mediation Test - Motivation as Intervening Variable

Path	Coefficient	p-value	Result
HRM → Motivation	Not significant	>0.10	Not supported
Motivation → Job Satisfaction	Not significant	0.435	Not supported

5.8 Moderation Analysis

Moderation analysis was conducted to examine whether organisational culture moderates the relationship between selected HRM practices and employee outcomes. Interaction terms were constructed using standardised variables.

Results presented in Table 5.9 show that the interaction between recruitment process and organisational culture is not statistically significant in predicting job satisfaction. Similarly, the interaction between training availability and organisational culture is not statistically significant in predicting self-rated performance.

Table 5.9: Moderation Test - Organisational Culture

Interaction Term	Outcome	Coefficient	p-value
RS × Culture	Job Satisfaction	0.023	0.416
TD × Culture	Performance	-0.030	0.306

5.9 Bank-Specific Regression Analysis

Separate regression models were estimated for Prime Bank and BRAC Bank to examine whether associations differ across banks.

For Prime Bank, none of the HRM practice variables significantly predict job satisfaction. For BRAC Bank, compensation and benefits are statistically significant predictors of job satisfaction at the 5 percent level, while other HRM practice variables are not statistically significant.

5.10 Diagnostic Checks

Variance Inflation Factors (VIFs) were calculated for all regression models. All VIF values are close to 1, indicating no evidence of multicollinearity among predictors.

Chapter 6: Discussion

6.1 Introduction

The purpose of this chapter is to analyse and interpret the empirical results presented in Chapter 5 in relation to the study's aims, research questions, and conceptual framework. While the previous chapter reported the statistical outputs in a neutral and descriptive manner, this chapter situates those findings within the broader literature on Human Resource Management (HRM) and employee outcomes, particularly in the context of private commercial banks.

The central thesis of this study is that HRM practices, conceptualised as a formative system, influence employee outcomes directly and indirectly through motivational mechanisms, and that these relationships may vary across organisational contexts. The discussion therefore focuses on whether and how the observed empirical patterns support or challenge these assumptions. In doing so, this chapter synthesises descriptive trends, comparative findings, correlation structures, and regression results to evaluate the explanatory capacity of HRM practices in the sampled banking institutions.

6.2 Summary of Key Empirical Findings

6.2.1 Overall Patterns in HRM Practices and Employee Outcomes

The descriptive results indicate that employees across both Prime Bank PLC and BRAC Bank PLC report moderate levels of HRM practices and employee outcomes. Mean values for all HRM practice indices, motivation measures, and outcome variables are clustered around the mid-to-upper range of the five-point Likert scale. This pattern suggests a generalised perception of HRM systems as functional and established, rather than highly differentiated or exceptional.

Across HRM dimensions, procedural aspects such as recruitment processes and training availability exhibit slightly higher mean values than qualitative or strategic dimensions such as training quality and compensation. Similarly, employee outcomes, job satisfaction, retention intention, and self-rated performance, show moderate central tendencies with relatively limited dispersion. The consistency of standard deviations across variables suggests a stable response pattern without excessive heterogeneity or scale saturation.

Taken together, these descriptive patterns indicate that HRM practices and employee outcomes are experienced in broadly similar ways by employees within the sampled banks.

6.2.2 Comparative Findings Between Prime Bank and BRAC Bank

The bank-wise comparison and independent sample t-tests reveal limited institutional variation between Prime Bank and BRAC Bank. For the majority of HRM practices, motivation measures,

and employee outcomes, no statistically significant differences are observed. This suggests that HRM systems across the two banks are largely comparable in structure and perceived effectiveness.

The only HRM dimension exhibiting a statistically significant difference is training quality, which is reported at a higher level in BRAC Bank than in Prime Bank. This difference is specific to the qualitative aspects of training, such as relevance, leadership development, and follow-up, rather than to training availability. All other HRM dimensions, including recruitment, appraisal, and compensation, do not show meaningful divergence.

Employee outcomes, including job satisfaction, retention intention, and performance, also do not differ significantly between banks. These findings collectively indicate a high degree of convergence in HRM practices and employee experiences across the two institutions.

6.2.3 Relationships Among HRM Practices, Motivation, and Outcomes

The correlation analysis reveals generally weak associations among HRM practices, motivation, organisational culture, and employee outcomes. Only a small number of statistically significant correlations are observed, and these are modest in magnitude. In particular, training availability is positively associated with behavioural engagement, and behavioural engagement is positively associated with self-rated performance. Compensation shows a weak negative association with job satisfaction.

Regression analyses further demonstrate that HRM practices do not exert statistically significant direct effects on job satisfaction, retention intention, or self-rated performance when considered jointly. Across all outcome models, explanatory power remains low, and most coefficients are statistically insignificant. Similar patterns are observed in the mediation analysis, where HRM practices do not significantly predict psychological motivation, and motivation does not significantly predict job satisfaction once HRM practices are controlled for.

Moderation analysis also yields non-significant interaction effects, indicating that organisational culture does not condition the relationship between selected HRM practices and employee outcomes in the sample.

Finally, bank-specific regression models largely replicate the pooled results, with the exception that compensation and benefits emerge as a statistically significant predictor of job satisfaction in BRAC Bank. No comparable effects are observed in Prime Bank.

6.2.4 Alignment with the Study's Thesis and Research Questions

Collectively, the findings provide limited empirical support for strong, direct, or systematic relationships between HRM practices and employee outcomes as posited in the study's conceptual

framework. The results challenge the assumption that formal HRM practices function as powerful, standalone drivers of motivation, satisfaction, retention, or performance within the private banking context examined.

At the same time, the absence of strong effects does not contradict the study's broader argument that HRM practices should be understood as institutionalised and configurational systems, rather than as isolated levers with predictable linear effects. The empirical patterns observed, weak correlations, low explanatory power, and limited between-bank variation, are consistent with a context in which HRM practices are standardised, compliance-oriented, and embedded within broader organisational and regulatory structures.

6.3 Interpretation of Core Relationships

6.3.1 HRM Practices and Employee Outcomes

The empirical results indicate that formal HRM practices, when modelled jointly, do not exhibit statistically significant direct effects on job satisfaction, retention intention, or self-rated performance. Across all regression models, coefficients associated with recruitment, training, appraisal, and compensation are small in magnitude and largely insignificant, with consistently low explanatory power. This pattern suggests that variations in these HRM practices explain only a limited proportion of variance in employee outcomes within the sampled banks.

These findings challenge the assumption, common in universalistic HRM models, that improvements in discrete HRM practices necessarily translate into measurable gains in employee attitudes or performance. Instead, the results suggest that the presence of formal HRM systems alone may be insufficient to generate observable differences in employee outcomes, particularly in organisational contexts where HR practices are standardised and routinised. The lack of strong direct effects is consistent across pooled and bank-specific models, reinforcing the robustness of this pattern.

6.3.2 Motivation as a Mediating Mechanism

The mediation analysis does not provide empirical support for psychological motivation as a transmission mechanism linking HRM practices to job satisfaction. HRM practices do not significantly predict psychological motivation, nor does motivation significantly predict job satisfaction when HRM practices are included in the model. As a result, neither full nor partial mediation is observed.

This finding challenges the applicability of the Ability–Motivation–Opportunity (AMO) framework in its standard form within the studied banking context. While the AMO model posits motivation as a central pathway through which HRM practices influence outcomes, the empirical

results suggest that this pathway may be attenuated or disrupted. Motivation, as measured in this study, does not appear to function as an intermediary variable that meaningfully channels the effects of formal HRM practices into employee satisfaction.

6.3.3 Organisational Culture as a Moderating Factor

The moderation analysis reveals no statistically significant interaction effects between organisational culture and selected HRM practices. The interaction terms involving recruitment and training practices do not significantly predict job satisfaction or self-rated performance, respectively.

This absence of moderation effects suggests that organisational culture does not meaningfully condition the relationship between HRM practices and employee outcomes in the sampled banks. One plausible interpretation is that organisational culture itself may be relatively homogeneous across private commercial banks, thereby limiting its capacity to amplify or dampen HRM effects. Alternatively, the influence of culture may operate through mechanisms not captured by interaction-based models, such as informal norms or managerial discretion.

6.4 Patterns, Anomalies, and Noteworthy Findings

Although the overall pattern of results is characterised by weak and insignificant relationships, several noteworthy features emerge from the data. First, training quality stands out as the only HRM dimension that differs significantly between Prime Bank and BRAC Bank. This suggests that while the availability of HRM practices may be similar across banks, qualitative aspects of implementation can vary.

Second, compensation and benefits exhibit marginal and, in some cases, statistically significant associations with job satisfaction and performance, particularly in bank-specific models. Notably, the direction of these associations is negative in certain specifications, indicating that higher perceived compensation does not necessarily coincide with higher satisfaction or performance. This pattern deviates from conventional expectations and warrants closer scrutiny.

Third, behavioural engagement demonstrates a statistically significant correlation with self-rated performance, whereas psychological motivation does not. This divergence suggests that observable work behaviours may be more closely aligned with performance outcomes than attitudinal or affective motivational states.

Finally, the consistently low R-squared values across regression models indicate that a substantial proportion of variation in employee outcomes remains unexplained by the HRM variables included in the analysis. This points to the presence of additional factors, such as job design, workload,

managerial practices, or external labour market conditions, that are not captured within the current model.

6.5 Alignment with the Thesis Statement and Core Arguments

The findings of this study provide partial support for the thesis's broader argument while challenging some of its more specific expectations. The absence of strong direct, mediating, or moderating effects contradicts the assumption that formal HRM practices exert a straightforward and powerful influence on employee outcomes. In this sense, the results challenge dominant strategic HRM narratives that emphasise HR practices as universal drivers of performance and satisfaction.

At the same time, the results are consistent with the study's conceptualisation of HRM practices as institutionalised and formative systems. The weak correlations among HRM dimensions, the limited between-bank variation, and the low explanatory power of regression models collectively support the argument that HRM practices in the banking sector operate within constrained organisational and regulatory environments. Rather than functioning as flexible managerial tools, HRM practices appear to be embedded within standardised frameworks that limit their capacity to generate differentiated employee outcomes.

Overall, the findings suggest that the study's central contribution lies not in demonstrating strong HRM effects, but in highlighting the contextual and institutional conditions under which such effects may be muted. This reinforces the importance of moving beyond universalistic HRM assumptions and adopting more context-sensitive approaches to the study of HRM and employee outcomes.

6.6 Methodological Evaluation

This study employs a quantitative, cross-sectional survey design to examine the relationship between HRM practices and employee outcomes in two private commercial banks. Several methodological strengths and limitations emerge from the analysis and warrant careful consideration.

A key strength of the study lies in its balanced and focused sample. The dataset includes 200 respondents, evenly distributed across Prime Bank PLC and BRAC Bank PLC, which allows for direct institutional comparison while maintaining internal consistency. The use of a structured questionnaire ensures standardisation in data collection, reducing measurement error arising from inconsistent item interpretation. Additionally, the construction of HRM practices as formative composite indices represents a methodologically appropriate choice, given the low intercorrelations among HRM dimensions observed in the data.

At the same time, certain limitations constrain the scope of inference. The cross-sectional nature of the data precludes any causal interpretation of observed associations. All variables are measured

at a single point in time, limiting the ability to capture dynamic or lagged effects of HRM practices on employee outcomes. The reliance on self-reported measures introduces the possibility of common method bias, particularly for attitudinal and perceptual variables such as motivation and job satisfaction.

Furthermore, the absence of demographic and job-related control variables such as age, tenure, or job level restricts the ability to account for individual-level heterogeneity. While this omission does not undermine the internal validity of the estimated relationships, it may contribute to the low explanatory power observed in the regression models. These methodological features should be taken into account when interpreting the empirical findings.

6.7 Implications for Theory and Practice

6.7.1 Theoretical Implications

The findings of this study have several implications for the HRM and organisational behaviour literature. Most notably, the weak and largely insignificant relationships between HRM practices and employee outcomes challenge universalistic assumptions that posit a direct and uniform link between formal HRM systems and performance-related outcomes. The results suggest that such relationships may be contingent on organisational context, institutional constraints, and implementation dynamics.

The lack of empirical support for motivation as a mediating mechanism raises questions about the generalisability of the AMO framework across sectors and institutional settings. While the AMO model has been widely validated in diverse contexts, the present findings indicate that its motivational pathway may not operate uniformly within highly regulated and standardised environments such as the banking sector.

Additionally, the study contributes to methodological debates by demonstrating the empirical relevance of treating HRM practices as formative constructs rather than reflective latent variables. The observed weak correlations among HRM dimensions support the view that HRM systems may consist of loosely coupled practices that do not necessarily co-vary.

6.7.2 Practical and Policy Implications

From a practical perspective, the findings suggest that the mere presence of formal HRM practices may not be sufficient to generate substantial differences in employee outcomes. The limited between-bank variation and low explanatory power of HRM variables indicate that employee attitudes and behaviours may be shaped by factors beyond formal HR policies, such as work design, performance pressure, or external labour market conditions.

The statistically significant difference in training quality between the two banks highlights the potential importance of how HRM practices are implemented, rather than whether they exist. Similarly, the observed associations involving compensation suggest that reward systems may interact with employee expectations in complex ways, underscoring the need for careful alignment between incentives and work conditions.

At the policy level, the results point to the standardised nature of HRM practices within the banking sector. This raises questions about the extent to which regulatory frameworks and industry norms constrain organisational discretion in HRM design and limit the potential for differentiation.

6.8 Directions for Future Research

The findings of this study open several avenues for future research. First, longitudinal or panel data designs would allow researchers to examine dynamic relationships between HRM practices and employee outcomes over time, including potential lagged effects that cannot be captured in cross-sectional data.

Second, future studies could incorporate mixed-method approaches, combining quantitative analysis with qualitative interviews or case studies. Such designs would enable deeper exploration of informal HR practices, managerial discretion, and employee perceptions that may not be fully captured through survey instruments.

Third, extending the analysis to additional banks, sectors, or countries would facilitate comparative institutional research and improve the generalisability of findings. This is particularly relevant for understanding HRM practices in Global South contexts, where regulatory environments and labour market structures may differ substantially from those in developed economies.

Finally, future research could integrate additional explanatory variables, such as job demands, leadership styles, or organisational power relations, to better account for the variance in employee outcomes observed in this study.

Chapter 7: Recommendations and Conclusion

7.1 Recommendations

The recommendations presented in this section are derived directly from the empirical findings of the study and are framed with due consideration of the methodological scope and contextual constraints of the research. Given the absence of strong direct, mediating, or moderating effects of HRM practices on employee outcomes, the recommendations emphasise refinement, contextual sensitivity, and strategic alignment rather than broad prescriptive reforms.

7.1.1 Recommendations for Organisational Practice

First, banks should move beyond a compliance-oriented approach to HRM and place greater emphasis on the qualitative implementation of HR practices. The study finds that training quality, rather than training availability, is the only HRM dimension that meaningfully differentiates institutions. This suggests that attention should be directed toward training relevance, leadership development, and post-training evaluation mechanisms, rather than merely expanding training provision.

Second, the findings indicate that isolated HRM practices are unlikely to generate substantial changes in employee outcomes when implemented independently. Organisations may therefore benefit from adopting a more integrated and context-aware HRM approach, where HR policies are aligned with job design, workload distribution, and managerial practices at the operational level.

Third, the observed associations involving compensation and job satisfaction suggest the need for careful calibration of reward systems. Rather than assuming a direct motivational effect of compensation, banks should ensure that reward structures are aligned with realistic performance expectations and working conditions to avoid unintended negative perceptions among employees.

7.1.2 Recommendations for HR Policy and Sectoral Governance

At the sectoral level, regulators and banking associations may consider facilitating greater flexibility in HRM design within existing regulatory frameworks. The limited variation observed across banks suggests that industry-wide norms and regulatory requirements may constrain organisational discretion in HRM practices.

Policy initiatives that encourage innovation in training design, leadership development, and employee engagement, without imposing uniform templates, could create space for more differentiated and context-sensitive HRM systems within the banking sector.

7.1.3 Recommendations for Future Research Practice

For researchers, the findings underscore the importance of adopting context-sensitive and methodologically plural approaches when studying HRM effectiveness. Future studies should be cautious in applying universalistic HRM models without accounting for institutional and regulatory environments, particularly in Global South contexts.

7.2 Conclusion

This study set out to examine the relationship between Human Resource Management practices and employee outcomes in two private commercial banks in Bangladesh, with a particular focus on job satisfaction, retention intention, and self-rated performance. Drawing on survey data from 200 employees and employing a quantitative analytical framework, the study investigated direct effects, as well as potential mediation through motivation and moderation by organisational culture.

The empirical results indicate that formal HRM practices, as currently structured and implemented within the sampled banks, exhibit limited explanatory power in relation to employee outcomes. Direct effects are weak and largely insignificant, and neither motivation nor organisational culture functions as a robust transmission or conditioning mechanism. These findings challenge dominant assumptions in strategic HRM literature that posit uniform and linear relationships between HRM practices and employee outcomes.

At the same time, the study contributes to the literature by demonstrating the relevance of institutional context in shaping HRM effectiveness. The convergence of HRM practices across banks, the limited variance in employee outcomes, and the weak interrelationships among HRM dimensions support the conceptualisation of HRM as an institutionalised and formative system rather than a set of discrete performance-enhancing tools.

Overall, this thesis contributes empirical evidence from a Global South banking context to ongoing debates on HRM effectiveness, highlighting the need for more nuanced, context-aware, and methodologically robust approaches to understanding how HRM practices operate within organisations. While the findings do not provide strong support for universalistic HRM models, they offer important insights into the conditions under which HRM practices may have limited or indirect influence on employee outcomes, thereby opening avenues for future research and policy engagement..

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Appendix

Appendix A: Questionnaire

Questionnaire for HRM Practices and Employee Outcomes

You are invited to participate in a research study on Human Resource Management practices in Prime Bank and BRAC Bank. Participation is voluntary. Your responses will be anonymous and used only for academic purposes. The questionnaire takes approximately 12–15 minutes. By continuing you indicate informed consent.

Section 1. Background (demographic) information of the participants.

This section collects basic background information about the participants, such as age, gender, education, job level, work experience, and employment status. The purpose of this section is to understand the demographic profile of employees working in Prime Bank and BRAC Bank and to enable comparative and control analyses. The information will be used only for statistical grouping and will not be used to identify individual respondents.

[Please, tick (✓) the appropriate box.]

1	Current Employer Bank	1. Prime Bank PLC		2. BRAC Bank PLC				
2	Branch	(Write)						
3	Gender	1. Male		2. Female		3. Others (Specify).....		
4	Age	1. 20-29	2. 30-39		3. 40-49	4. 50-50+		
5	Highest Education	1. Bachelors/ Honours		2. Masters		3. Professional Diploma	4. Others (Specify).....	
6	Job Level	1. Officer/ Clerical		2. Senior Officer/ Assistant Manager		3. Manager/ Head	4. Senior Manager and above	
7	Department/ Function	1. Retail	2. Corporate		3. Operations	4. HR	5. IT	6. Others (Specify).....
8	Tenure in Current Bank	1. < 1 Year		2. 1-5 Years		3. 6-10 Years		4. > 10 Years
9	Employment Status	1. Permanent			2. Contractual		3. Probationary	

10	Monthly Gross Income (BDT)	1. < 35,000	2. 35,000-55,000	3. 55,001-75,000	4. > 75,000
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Section 2. Recruitment and Selection (4 items); adapted from Dessler (2020)/ Talukder et al. (2014)

This section aims to assess employees' perceptions of the recruitment and selection practices followed by their bank. The statements focus on the transparency, fairness, and effectiveness of recruitment procedures, as well as the extent to which selection decisions are based on job-related competencies. The responses will help evaluate how recruitment and selection practices contribute to organizational effectiveness and employee outcomes.

[Please, tick (✓) the appropriate box/ boxes.]

1. The recruitment process in my bank is rigorous and well-structured.
2. Selection criteria focus on the competencies required for the job.
3. The selection process ensures fairness and transparency.
4. The bank prioritizes ICT and digital skills when recruiting.

Section 3. Training and Development (5 items); adapted from Noe (2020)

This section is designed to examine employees' perceptions of training and development opportunities provided by their bank. The items assess the availability, relevance, and adequacy of training programs, including induction, skill development, and career-related training. The responses will indicate how training initiatives support employee capability development and adaptation to the evolving banking environment.

[Please, tick (✓) the appropriate box/ boxes.]

1. New employees receive a structured induction program.
2. The bank provides sufficient on-the-job training relevant to my role.
3. Training programs are updated to reflect digital banking needs.
4. Leadership and supervisory development opportunities are available.
5. Training is evaluated and followed up to improve performance.

Section 4. Performance Appraisal (5 items); adapted from Aguinis (2019)

This section focuses on the performance appraisal system practiced in the organization. The statements assess clarity of appraisal criteria, fairness of evaluation, feedback quality, and the linkage between appraisal outcomes and rewards or promotions. The purpose is to understand how effectively performance appraisal systems are implemented and how they influence employee motivation and performance.

[Please, tick (✓) the appropriate box/ boxes.]

1. The performance appraisal criteria are clear and job-related.
2. Appraisals are conducted regularly and on schedule.
3. Appraisal results are used to inform development plans.
4. The appraisal process is fair and unbiased.
5. Appraisals are linked transparently to rewards and promotions.

Section 5. Compensation and Benefits (5 items); adapted from Milkovich et al. (2023)

This section evaluates employees’ perceptions of compensation and benefit practices within the bank. The items address salary competitiveness, incentive systems, fairness of pay, and adequacy of non-monetary benefits. The responses will help determine the extent to which compensation and benefits contribute to employee satisfaction and retention.

[Please, tick (✓) the appropriate box/ boxes.]

1. My total compensation is competitive compared to other banks.
2. The bank offers meaningful performance-based incentives.
3. Non-cash benefits (medical, provident fund, gratuity) are adequate.
4. Compensation is perceived to be fair relative to job responsibilities.
5. Fringe benefits and welfare programs contribute to overall job satisfaction.

Section 6. Employee Motivation/ Engagement (6 items); adapted from UWES / Schaufeli et al.

This section is intended to measure the level of employee motivation and work engagement. The statements assess enthusiasm, commitment, recognition, and willingness to go beyond formal job responsibilities. Responses from this section will help identify how HRM practices influence employees’ psychological involvement and motivation at work.

[Please, tick (✓) the appropriate box/ boxes.]

1. I feel energetic and resilient at work.
2. I am enthusiastic about my job.
3. I am absorbed in my work and find it meaningful.
4. Recognition for good performance motivates me to do better.
5. Career development opportunities increase my commitment to the bank.
6. I frequently go beyond my formal job responsibilities.

Section 7. Organizational Culture (Moderator, 4 items); adapted from Denison/ Cameron & Quinn

This section examines aspects of organizational culture that may influence the effectiveness of HRM practices. The items focus on managerial support, communication, innovation, and employee participation. The purpose is to understand how organizational culture acts as a contextual factor that shapes employee attitudes and behaviors within the bank.

[Please, tick (✓) the appropriate box/ boxes.]

1. The organization encourages learning and continuous improvement.
2. Managers support employees' ideas and professional growth.
3. The bank fosters open communication and cooperation across teams.
4. The culture rewards innovation and responsible risk-taking.

Section 8. Job Satisfaction (3 items); adapted from Locke (1976)

This section measures overall job satisfaction among employees. The statements assess satisfaction with job roles, working conditions, and opportunities for professional growth. The responses will indicate how HRM practices and organizational conditions contribute to employees' overall satisfaction with their jobs.

[Please, tick (✓) the appropriate box/ boxes.]

1. Overall, I am satisfied with my current job.
2. I am satisfied with the working conditions and environment.
3. I am satisfied with my opportunities for professional growth here.

Section 9. Employee Retention Intention (4 items); adapted from Mobley/ recent turnover intention scales

This section explores employees' intentions to remain with their current bank. The items assess plans to stay, perceptions of long-term career prospects, and likelihood of recommending the bank as an employer. The purpose is to understand how HRM practices influence employee retention and turnover intentions.

[Please, tick (✓) the appropriate box/ boxes.]

1. I intend to stay with the bank for the next 12 months.
2. I am actively looking for job opportunities outside this bank.
3. I see a long-term future for myself at this bank.
4. I would recommend this bank as an employer to peers.

Section 10. Self-rated Employee Performance (4 items)

This section measures employees' self-assessed job performance. The statements focus on task completion, service quality, meeting targets, and contribution to team objectives. Responses will help examine the relationship between HRM practices and perceived employee performance outcomes.

[Please, tick (✓) the appropriate box/ boxes.]

1. I consistently meet or exceed the performance targets set for my position.
2. I deliver high-quality service to customers/clients.
3. I reliably complete tasks within deadlines.
4. I contribute positively to team objectives.

Section 11. HR Technology & HRIS (3 items)

This section assesses employees' perceptions of the use of human resource information systems and digital HR practices in the bank. The items focus on the use of HR technology in recruitment, training, and performance management. The purpose is to understand the role of digital HR systems in supporting modern HRM practices in the banking sector.

[Please, tick (✓) the appropriate box/ boxes.]

1. The bank uses an HRIS for recruitment, training and performance tracking.
2. E-learning/online training resources are readily available to employees.
3. Digital recruitment tools (online tests, e-interview) are used effectively.

Thank you for your time and consideration!

Link to the question:

<https://docs.google.com/forms/d/e/1FAIpQLSdrgxUNhdy2jhlcSCAB1LFzWN1VzPzRixxgCWPnKqLmBul6HA/viewform>

Appendix B: Variable Names and Descriptions

Variable Name	Variable Label
RS1	Recruitment process is rigorous and well-structured
RS2	Selection criteria focus on job-related competencies
RS3	Selection process is fair and transparent
RS4	ICT and digital skills prioritized in recruitment
RS_proc	Recruitment process quality (operational procedures)
RS_strat	Strategic orientation of recruitment and selection
TD1	Structured induction program for new employees
TD2	Sufficient on-the-job training provided
TD3	Training updated for digital banking needs
TD4	Leadership and supervisory development available
TD5	Training evaluated and followed up
TD_avail	Training availability and access
TD_qual	Training quality and relevance
PA1	Performance appraisal criteria are clear and job-related
PA2	Appraisals conducted regularly and on schedule
PA3	Appraisal results inform development plans
PA4	Appraisal process is fair and unbiased
PA5	Appraisal linked to rewards and promotions
PA_index	Performance appraisal effectiveness
CB1	Total compensation is competitive
CB2	Performance-based incentives are meaningful

CB3	Non-cash benefits are adequate
CB4	Compensation is fair relative to responsibilities
CB5	Fringe benefits contribute to job satisfaction
CB_index	Compensation and benefits adequacy