



Journal of Frontiers in Multidisciplinary Research

Influencing of Human Resource Management Practices on Job Satisfaction among Operational-Level Employees

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Article Info

E-ISSN: 3050-9726

P-ISSN: 3050-9718

Volume: 07

Issue: 01

Received: 07-12-2025

Accepted: 05-03-2026

Published: 14-03-2026

Page No: 174-185

Abstract

Background: The Ready-Made Garments industry in Dhaka, Bangladesh, is a key contributor to the national economy and employs a large number of operational-level workers. Despite its economic importance, issues related to employee job satisfaction remain a major concern.

Objective: This study examines the influence of key Human Resource Management (HRM) practices on job satisfaction among operational-level employees in the garments sector.

Methods: A quantitative research design was employed, collecting data through structured questionnaires from 386 employees across major industrial areas. Simple random sampling ensured every eligible employee had an equal chance of participation. Data were analyzed using SPSS, applying multiple regression techniques to explore the relationships between HRM practices and job satisfaction.

Results: Findings reveal that all five HRM practices have a positive and significant impact on job satisfaction. These results indicate that engaging employees in decision-making, providing meaningful development opportunities, conducting fair performance evaluations, ensuring employment stability, and offering appropriate rewards enhance job satisfaction.

Implications and Future Study: The study offers practical recommendations for HR managers and policymakers to improve HR strategies tailored to employee needs. Furthermore, it contributes to the literature by providing empirical evidence from a developing country context, specifically within Bangladesh's labor-intensive garment sector. The study also suggests conducting future research across diverse industry contexts.

DOI: <https://doi.org/10.54660/JFMR.2026.7.1.174-185>

Keywords: Training and Development, Incentives and Rewards, Job Security, Employee Involvement and Participation, Performance Appraisal, Job Satisfaction

1. Introduction

The garment sector in Bangladesh is the backbone of the economy and a major contributor to employment and export earnings (BGMEA, 2024) [21]. The RMG industry has contributed to women's financial progress, enhanced social status, and a decline in poverty levels (Islam *et al.*, 2023) [47]. The country's main export sector, ready-made garments, drives Bangladesh's GDP (BGMEA, 2024; Islam & Jantan, 2024) [21, 49]. Employee job satisfaction is a major concern issue in the Ready-Made Garments industry of Bangladesh (Nazneen *et al.*, 2020; Aktar, 2024; Roy *et al.*, 2024) [70, 8, 84]. Besides, line operators are affected hugely by Ready-Made Garments management and employers in the garments' industry of Bangladesh. Employee satisfaction stems from the positive feelings and sense of fulfillment a person experiences when evaluating their job or overall work environment within an organization (Devi *et al.*, 2024) [31]. In contrast, dissatisfaction at work often leads to increased employee complaints and organizational unrest (Hossan *et al.*, 2022) [38].

Training and development have an impact on job satisfaction of the line operators in the Ready-Made Garments industry of Bangladesh. Training and development (T&D) are essential components of human resource practices that help employees grow their skills, adapt to changing job demands, and feel valued in the workplace (Quader, 2024) ^[80]. When opportunities for employees are lacking, employees often face frustration, low morale, and stagnation, all of which contribute to poor job satisfaction (Uddin & Rahman, 2021; Alam & Khan, 2022) ^[101, 5]. Incentives and rewards (IR) are another critical factor in the job satisfaction of the line operators in the Ready-Made Garments industry of Bangladesh. Rewards are important factors that explain certain job aspects that contribute significantly to the organization, such as job satisfaction (Pham *et al.*, 2024; Widodo *et al.*, 2025) ^[77, 104]. Depending on the organizational context, a blend of monetary and non-monetary incentives is necessary to fulfill employees' social needs, enhance their job satisfaction, and ultimately boost their productivity (Qader, 2021; Sahibzada *et al.*, 2025) ^[81, 88]. Similarly, job security (JS) holds substantial sway over job satisfaction of line operators in the context of the Ready-Made Garments industry. According to Olobia (2024), job security can promote a sense of stability and predictability in future perspectives and, in addition, secures constant payment that reduces the financial preoccupations and stress associated with the satisfaction of basic needs. An insecure job is one that is characterized by employees' feelings of being insecure as regards the continuance of their job (Bazzoli & Probst, 2023). Employee involvement and participation (EIP) are another concerned issue with job satisfaction of the line operators in the Ready-Made Garments industry of Bangladesh. Employee participation is the mental and emotional involvement of employees in group situations that encourages them to contribute to group goals and share responsibility for them (Adué & Epelle, 2025) ^[4]. Employee involvement in decision-making is very critical to the survival of every organization and therefore, needs serious attention to be able to address this attitude and ensure harmony in the employer-employee relationship (Afriyie *et al.*, 2024) ^[1]. The job involvement of the individual seems to be potentially fundamental to the satisfaction of certain salient psychological needs that could lead to positive organizational implications (Gopinath & Kalpana, 2020) ^[35]. There is also another aspect of this problem, which is the lack of a performance appraisal system for the line operators in the Ready-Made Garments industry. Thus, employees have lost interest in their work, and they are unwilling to perform their duties with sincerity and dedication (Palumbo, 2024) ^[76]. Performance appraisals are a subset of performance management, and involve setting work standards, accessing performance, and providing feedback to motivate, improve job satisfaction, correct, and continue their performance (Ahmed *et al.*, 2024) ^[3]. The topic of employee job satisfaction has been extensively researched in different fields and industries across the country, including manufacturing, education, and services (Rahman, 2020; Faroque *et al.*, 2020; Hossain *et al.*, 2024) ^[82, 34, 39]. These studies have contributed significant understanding regarding the factors that influence employee motivation, performance, and retention. However, despite the huge attention to this topic, there is a noticeable lack of in-depth research focused on operational level employee job satisfaction within the Ready-Made Garments industry of Bangladesh. This is a

significant gap to address of the study.

Furthermore, previous studies across various disciplines and industries have consistently shown that Human Resource Management (HRM) practices such as training and development, incentives and rewards, job security, employee involvement and participation, and performance appraisal have a significant direct impact on employee job satisfaction (Sultana & Hossain, 2023; Aktar, 2023; Al-Refaei *et al.*, 2023; Dash & Islam, 2024) ^[92, 9, 6, 30]. Prior research on Bangladesh's garment industry has focused primarily on sector growth, compliance, and managerial perspectives, with limited attention to operational-level employees (Sarker & Ahmed, 2022). Training and development have been studied at a general level, but its effect on skill confidence and task competence among shop-floor workers remains underexplored (Islam & Ferdous, 2023) ^[47]. Incentives and rewards are often linked to productivity outcomes, yet their impact on pay satisfaction and motivation at the operational level is insufficiently examined (Chowdhury *et al.*, 2024). Job security has been discussed in the context of labor vulnerability, but empirical evidence connecting employment stability to job satisfaction among factory workers is limited (Alauddin *et al.*, 2019) ^[17]. Similarly, employee involvement and performance appraisal are typically addressed conceptually, with little investigation into how operational employees perceive voice, fairness, and recognition (Gazi *et al.*, 2024; Islam *et al.*, 2022). Based on the existing literature, there are significant research gaps. This study aims to address these gaps by examining how each HRM practice influences measurable job satisfaction outcomes among operational-level garment employees. The study contributes to a better understanding of how HRM practices influence employee satisfaction in labor-intensive industries. This study also provides useful insights for policymakers, industry leaders, and HR practitioners.

2. Literature Review

2.1. Theoretical Foundation

Social Exchange Theory (SET) has been a cornerstone to the understanding of human relationships and behaviors across several disciplines (Cropanzano & Mitchell, 2005) ^[25]. It says interactions create obligations and are governed by exchanging rewards (Ali & Warner, 2017; Küçük, 2020) ^[2, 56]. It focuses on reciprocity, equity and relationship management and how costs and rewards govern social and professional decisions (Kumar & Shailaja, 2024) ^[57]. Nevertheless, SET struggles with applications across cultures and may fall victim to tendencies. Specific areas for further study have been identified by researchers, such as the roots of conceptual ambiguity; norms and rules that govern exchange; the nature of resources exchanged; and dimensions of social exchange relationships (Cropanzano & Mitchell, 2005) ^[25].

This study is grounded in Social Exchange Theory (SET), which explains that relationships between employees and organizations are based on reciprocal exchanges. According to SET, when organizations provide supportive Human Resource Management (HRM) practices such as training and development, incentives and rewards, job security, employee involvement and participation, and performance appraisal, employees perceive these practices as organizational support and fair treatment. In return, employees tend to reciprocate with positive attitudes and behaviors, including higher job satisfaction. In the context of the Ready-Made Garments

industry of Bangladesh, effective HRM practices can strengthen employees' perceptions of support, recognition,

and security, which ultimately enhances their level of job satisfaction.

2.2. Conceptual Framework

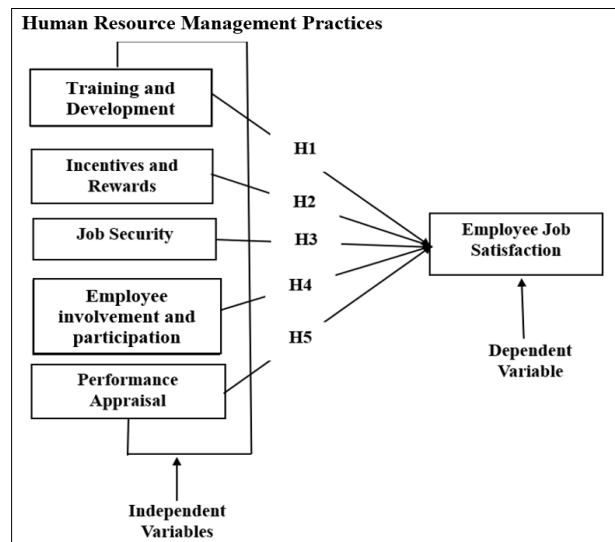


Fig 1: Conceptual Model

2.3. Hypotheses Development

2.3.1. Training and Development and Employee Job Satisfaction

Recent studies have consistently demonstrated the positive impact of training and development programs on employee job satisfaction and performance. A study found a significant relationship between training and development and employee job satisfaction (Wajidi *et al.*, 2023) ^[103]. Similarly, a study revealed that training and development positively predicted job satisfaction, loyalty, and retention among academic staff (Mampuru *et al.*, 2024) ^[66]. Several studies found that training initiatives not only improve job satisfaction but also enhance employee loyalty and overall performance (Ahmed & Musa, 2011; Jok & Peter, 2023) ^[18, 54]. Likewise, numerous studies found that training increases employees' feelings of appreciation and motivation (Khan *et al.*, 2019; Mwangi & Waweru, 2021) ^[60, 68]. A study stated that well-organized training programs are associated with improved job satisfaction, emphasizing the importance of dedicated learning opportunities (Patel & Sharma, 2020) ^[78]. Furthermore, studies focusing on young workers say that training and development play a crucial role in retaining talent by boosting job satisfaction and organizational commitment (Nguyen & Tran, 2022) ^[73]. Collectively, these findings suggest that organizations that prioritize effective training strategies are more likely to benefit from higher employee morale, enhanced productivity, and lower turnover rates, underscoring the importance of training and development in human resource management aimed at improving job satisfaction. In the context of the oil and gas industry, research has been conducted to evaluate the effectiveness of training programs, addressing factors influencing training outcomes and obstacles to evaluation (Al-Mughairi, 2018) ^[14]. These findings underscore the importance of prioritizing well-designed training and development strategies to foster a more engaged and productive workforce across different sectors. Based on the literature, the study proposed the following hypothesis:

H1: Training and development have a significant impact on

employee job satisfaction.

2.3.2. Incentives and Rewards and Employee Job Satisfaction

Workers in the Ready-Made Garments sector work very hard. Therefore, high productivity and efficiency are needed. Organizations use incentives and reward systems to improve job satisfaction. According to Social Exchange Theory (SET), employees engage in a give-and-take relationship with their employer. If employees feel that incentives and rewards from their organization are fair and valuable, they feel the need to reciprocate by improving job satisfaction. Similarly, Abd (2022) reported a significant link between incentives and job satisfaction in an Iraqi educational setting, emphasizing the importance of moral incentives. Wahab *et al.* (2024) proposed a mixed-methods approach to investigate the impact of various incentive types on employee satisfaction and engagement. Both financial and non-financial incentives have been shown to positively influence job satisfaction (Fauzi & Hidajat, 2024) ^[33]. A study found a moderate positive correlation between job satisfaction and satisfaction with reward systems (Juračak & Lovre, 2022) ^[51]. Another study found incentives and rewards indirectly affect employee performance through job satisfaction as a mediator (Alkandi *et al.*, 2023) ^[11]. A comparative analysis revealed that private sector employees are more satisfied with management hiring practices, feedback systems, and reward structures compared to their public sector counterparts (Chowdhury & Sultana, 2019) ^[26]. Both monetary and non-monetary incentives have been found to positively impact job satisfaction (Rajgarhia, 2020) ^[83]. Another study investigated the impact of different types of incentives on performance and job satisfaction (Jegatheeswari & Anandi, 2023) ^[52]. Research in Hungary identified distinct employee segments based on job selection preferences and effective motivational tools for each group (Garai-Fodor *et al.*, 2023) ^[36]. In the Nigerian automotive sector, monetary incentives, particularly bonuses and pay raises, were found to significantly influence employee performance and job satisfaction (Ihemereze *et al.*,

2023)^[43]. However, issues with profit-sharing transparency and inadequate retirement benefits were noted. These studies collectively emphasize the importance of tailored incentive systems and the role of job satisfaction in promoting better employee output across different cultural contexts and industries. Therefore, the study proposed the following hypothesis:

H2: Incentives and Rewards have a significant impact on employee job satisfaction.

2.3.3. Job Security and Employee Job Satisfaction

Job security leads to better employee commitment, motivation, and productivity. According to Imam *et al.* (2019)^[44], when employees feel assured about the stability of their careers, they are more likely to focus their energy on delivering optimal performance. Similarly, research by Yulita *et al.* (2022)^[105] identified a clear relationship between job security and employees' satisfaction with their jobs. Abuhashesh *et al.* (2019)^[13] emphasized that understanding job security is vital for retaining skilled employees and reducing turnover in Jordan's industrial sector. Nemteanu *et al.* (2021)^[71] argued that job security significantly influences job satisfaction not only among highly skilled workers, who might have better chances of finding new jobs if needed, but also among other employees. Furthermore, Londa and Permatasari (2021)^[62] confirmed this direct association between job security and job satisfaction in their study conducted in Indonesia. Another study by Svetikienė *et al.* (2020)^[96] identified a clear association between job insecurity and decreased satisfaction levels, along with heightened stress among employees. Rasool *et al.* (2022)^[87] found that secure employment conditions significantly contributed to higher employee retention, with job satisfaction serving as a mediating influence. Abouelenien *et al.* (2024)^[19], noted that uncertainty about job stability led to feelings of alienation at work, which in turn negatively affected both satisfaction and performance. Collectively, these studies underscore the universal importance of job security in promoting positive workplace outcomes across diverse regions and professional environments. Thus, fostering strong relationships between supervisors and employees, along with guaranteeing job security, helps create a supportive and satisfying workplace that promotes employee well-being and productivity. Job security also serves as a motivating factor when employees recognize how their performance influences their future prospects within the organization. Organizations that neglect to ensure job security may experience issues like increased turnover, higher absenteeism, diminished morale, and lower levels of employee engagement. The evidence suggests a significant connection between job security and employee job satisfaction. Therefore, the study proposed the following hypothesis:

H3: Job security has a significant impact on employee job satisfaction.

2.3.4. Employee Involvement and Participation and Employee Job Satisfaction

Employee involvement and participation are crucial elements affecting job satisfaction, as they promote a sense of ownership, independence, and worth among workers. When companies involve employees in decision-making, it boosts their commitment and levels of satisfaction. Recent research highlights this connection. For example, research by Elghadi

et al. (2024) showed that employee involvement enhances motivation and self-efficacy, subsequently increasing engagement and satisfaction. These results are consistent with theoretical frameworks like Social Exchange Theory, which posits that when organizations engage employees through involvement, those employees respond with greater satisfaction and commitment. Research also suggests that increasing employee participation has positive effects on job satisfaction, employee commitment, and performance (Suta, 2023)^[91]. However, the relationship between job satisfaction and employee performance may not always be significant, with employee involvement potentially mediating this relationship (Aristotelin, 2022)^[15]. These findings highlight the importance of fostering employee participation and involvement in decision-making processes to enhance job satisfaction. A study found that employee participation had an insignificant impact on job satisfaction among non-teaching staff in Nigerian public universities (Majekodunmi & Olajide-Arise, 2024)^[63], others reported positive effects. Gopinath & Kalpana (2020)^[35] demonstrated that employee involvement had a significant relationship with job satisfaction. Matagi *et al.* (2022)^[65] showed a significant positive relationship between job involvement and job satisfaction. These findings shed light on the importance of fostering employee participation and involvement to enhance job satisfaction and advance in an organization. Thus, the study proposed the following hypothesis:

H4: Employee involvement and participation have a significant impact on employee job satisfaction.

2.3.5. Performance Appraisal and Employee Job Satisfaction

Performance appraisal is one of the major mechanisms for evaluating the performance of human beings. The practice of performance appraisal is key for the development of employee job satisfaction and the ultimate success of the organization. Social Exchange Theory (SET) describes employer-employee dynamics as reciprocal exchanges. Performance appraisal systems play a crucial role in employee job satisfaction and organizational success. Studies have shown that effective performance appraisals positively influence job satisfaction (Hassan *et al.*, 2022; Adeoye *et al.*, 2023)^[40, 10]. However, the impact of performance appraisals on job satisfaction can vary depending on how organizations utilize the results. The effectiveness of performance appraisal systems in enhancing employee satisfaction is influenced by organizational culture and the diverse needs and expectations of employees (Subekti, 2021)^[89]. To maximize the benefits of performance appraisals, organizations should design and implement systems that foster a positive work environment and contribute to overall organizational success. Performance appraisal (PA) has been shown to positively influence employee job satisfaction and organizational behavior (Sahija, 2022)^[90]. Studies show that fair and comprehensive performance appraisal practices positively impact job satisfaction, intention to stay, and job engagement (Uraon & Kumarasamy, 2024)^[100]. A training program for head nurses on performance appraisal systems led to increased job satisfaction among staff nurses (Haque & Ahmed, 2021)^[42]. The past studies showed that employees who receive constructive feedback during appraisals tend to report higher levels of satisfaction and motivation (Tanwar & Prasad, 2021; Khatun & Islam, 2020)^[99, 59]. On the other hand, when appraisals are perceived as unfair or poorly conducted, they

can harm employee morale and lead to dissatisfaction and disengagement (Rahman & Sultana, 2019) ^[86]. In organizations where performance reviews are linked to promotions, salary raises, or career development, employees feel more appreciated, which in turn enhances their satisfaction and commitment to the company. These findings highlight the importance of fair and well-implemented performance appraisal systems in enhancing employee satisfaction. In this regard, the study proposed the following hypothesis:

H5: Performance appraisal has a significant impact on employee job satisfaction.

3. Research Methodology

The current study used a quantitative cross-sectional research design. According to Creswell (2014) ^[28], quantitative research is useful for examining relationships between variables and identifying patterns or trends. A population refers to the entire group of people, places, or events that the researcher intends to study (Sekaran & Bougie, 2013) ^[93]. The target population of this study consisted of operational-level employees (line operators) working in the garment industry in the Dhaka district of Bangladesh. The sampling frame was prepared using lists from the Bangladesh Garment Manufacturers and Exporters Association (BGMEA) website and other RMG-related websites. The study focused on full-time operational employees. This study applied simple random sampling to select the respondents. The required sample size was determined using the table developed by Krejcie and Morgan (1970) ^[55]. According to the table, when the population exceeds 100,000, the minimum sample size required is 384 respondents. In this study, 386 questionnaires were collected from line operators through a survey. The collected data were analyzed using IBM SPSS Statistics. Reliability analysis using Cronbach's alpha and linear regression analysis were conducted to test the hypotheses and examine the relationships between the variables.

3.1. Measures

Table 1 shows the study constructs, the number of items for each, and their sources. The items were adapted from

previous studies to ensure reliability and validity. Training and development (5 items) were adapted to measure employee training, growth, and innovation (Delery & Doty, 1996; Broadfoot & Ashkanasy, 1994; Snell & Dean, 1992) ^[29, 20, 94]. Incentives and rewards (7 items) were adapted to capture financial and non-financial motivation (Aye, 2019) ^[12]. Job security (6 items) was adapted to assess employment stability (Kraimer *et al.*, 2005) ^[67]. Employee involvement and participation (6 items) was adapted to measure decision-making and problem-solving participation (Delery & Doty, 1996) ^[29]. Performance appraisal (7 items) and employee job satisfaction (7 items) were adapted from Snell & Dean (1992) and Morgeson & Humphrey (2006) ^[94, 64]. The respondents were asked to provide their opinions on a 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree) in a structured questionnaire. According to Peng *et al.* (2023).

4. Results

Based on the frequency distribution table, in terms of gender, the sample was composed of 154 male respondents (39.9%) and 230 female respondents (59.6%), indicating a higher participation rate of female employees in the study. Regarding age distribution, the majority of respondents (64.5%) were between 20–30 years, followed by 23.1% aged 31–40 years, and 10.4% in the 41–50 and 2.1% in the 51–60 years range. For educational background, 35.5% of the respondents held a Secondary School Certificate (SSC), while 28.8% had completed the Higher Secondary Certificate (HSC). Additionally, 27.5% had education below SSC, 4.7% had a Master's degree, and 3.6% had a Bachelor's degree. With respect to monthly income, more than half of the respondents (54.9%) earned between BDT 20,001 and BDT 30,000, followed by 27.7% who earned below BDT 20,000, and 16.3% earning BDT 30,001–40,000. Only 1% of respondents each reported earnings in the BDT 40,001–50,000. Regarding years of work experience, the highest proportion of respondents (44.8%) had 2–4 years of experience, followed by 26.9% with 5–7 years, and 18.4% with 8–10 years of experience. A smaller percentage had 0–1 year (5.4%) or more than 11 years (4.4%) of experience.

Table 1: Respondents' Profile

Demographic Variables	Description	Frequency (N)	Percentage (%)
Gender	Male	154	39.9%
	Female	230	59.6%
Age	20–30	257	64.5%
	31–40	89	23.1%
	41–50	40	10.4%
	51–60	8	2.1%
	Below SSC	106	27.5%
Education Level	SSC (Secondary School Certificate)	137	35.5%
	HSC (Higher Secondary Certificate)	111	28.8%
	Bachelor's Degree	14	3.6%
	Master's Degree	18	4.7%
Monthly Income (BDT)	Below 20,000	107	27.7%
	20,001 – 30,000	212	54.9%
	30,001 – 40,000	63	16.3%
	40,001 – 50,000	2	1%
Years of Experience	0–1 year	21	5.4%
	2–4 years	173	44.8%
	5–7 years	104	26.9%
	8–10 years	71	18.4%
	More than 11 years	17	4.4%

Reliability analysis was conducted to assess the internal consistency of the measurement items used in this study. Cronbach's alpha (α) coefficient was employed as the primary indicator of reliability. According to Hair *et al.* (2019, 2021) [41,37], Cronbach's alpha values of 0.70 or higher indicate acceptable reliability, values above 0.80 indicate good reliability, and values above 0.90 indicate excellent reliability. Therefore, constructs with alpha values exceeding the recommended threshold demonstrate strong internal consistency and are considered reliable for further statistical analysis. The results of the reliability test indicate that all

constructs in this study achieved satisfactory to excellent levels of reliability. Specifically, Training and Development ($\alpha = 0.911$), Job Security ($\alpha = 0.905$), and Performance Appraisal ($\alpha = 0.917$) demonstrated excellent reliability, indicating a very high level of internal consistency among their respective items. Employee Involvement and Participation ($\alpha = 0.882$) and Employee Job Satisfaction ($\alpha = 0.845$) showed good reliability, suggesting that the items consistently measure the intended constructs. Incentives and Rewards ($\alpha = 0.787$) also exceeded the minimum acceptable threshold of 0.70, indicating acceptable reliability.

Table 2: Cronbach's Alpha

Variables	Number of items	Cronbach's Alpha(α)
Training and development	5	0.911
Incentives and Rewards	7	0.787
Job Security	6	0.905
Employee Involvement and Participation	6	0.882
Performance Appraisal	7	0.917
Employee Job Satisfaction	7	0.845

This study used multiple linear regression analysis using the enter method (standard multiple regression). In this method, all independent variables were entered into the model simultaneously to examine their direct effect on employee job satisfaction. This approach was chosen because the study aimed to test the theoretical relationships between HRM practices (training and development, incentives and rewards, job security, employee involvement and participation, and performance appraisal) and job satisfaction based on existing theory.

The regression model examined the impact of Training & Development (TD_m), Incentives & Rewards (IR_m), Job

Security (JS_m), Employee Involvement & Participation (EIP_m), and Performance Appraisal (PA_m) on Employee Job Satisfaction (EP_m). The model produced an R value of 0.634, indicating a moderate positive correlation between the predictors and employee job satisfaction. The R^2 value of 0.479 shows that approximately 47.9% of the variance in employee job satisfaction is explained by these predictors. The adjusted R^2 of 0.468 accounts for the number of predictors in the model, and the standard error of the estimate is 0.181, indicating the average deviation of the observed values from the predicted values.

Table 3: Regression Model Summary for Predictors of Employee Job Satisfaction

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.634	.479	.468	.18109

a. Predictors: (Constant), PA_m, IR_m, TD_m, EIP_m, JS_m

The ANOVA results in Table 4 show that the regression model predicting Employee Job Satisfaction (EP_m) is statistically significant. The model has a regression sum of squares of 5.320 and a residual sum of squares of 11.889, with a total sum of squares of 17.179. The model has 5 predictors and 380 degrees of freedom for the residuals. The calculated

F-value is 37.01 with a significance level of 0.007, which is below the 0.05 threshold. This indicates that the set of predictors Training & Development, Incentives & Rewards, Job Security, Employee Involvement & Participation, and Performance Appraisal collectively has a significant effect on employee job satisfaction.

Table 4: Results for Regression Model Predicting Employee Job Satisfaction

ANOVA						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	5.320	5	1.004	37.01	.007 ^b
	Residual	11.889	380	.031		
	Total	17.179	385			

a. Dependent Variable: EP_m
b. Predictors: (Constant), PA_m, IR_m, TD_m, EIP_m, JS_m

The regression analysis examined the impact of Training & Development (TD_m), Incentives & Rewards (IR_m), Job Security (JS_m), Employee Involvement & Participation (EIP_m), and Performance Appraisal (PA_m) on Employee Job Satisfaction (EP_m). The model was significant, $F(5, 380) = 37.01$, $p = 0.007$, and explained approximately 47.9% of the variance in employee job satisfaction ($R^2 = 0.479$, adjusted $R^2 = 0.468$). All predictors had a positive and

significant effect on job satisfaction. Employee Involvement & Participation had the strongest impact ($B = 0.418$, $\beta = 0.467$, $p < 0.001$), followed by Performance Appraisal ($B = 0.102$, $\beta = 0.256$, $p < 0.001$), Training & Development ($B = 0.105$, $\beta = 0.413$, $p = 0.003$), Incentives & Rewards ($B = 0.110$, $\beta = 0.112$, $p = 0.002$), and Job Security ($B = 0.092$, $\beta = 0.142$, $p = 0.008$). These results indicate that improvements in HR practices are associated with higher employee job

satisfaction.

Table 5: Regression Coefficients for Predictors of Employee Job Satisfaction

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.302	.264	.689	7.992	.040
TD_m	.105	.045	.413	4.002	.003
IR_m	.110	.023	.112	2.145	.002
JS_m	.092	.031	.142	3.320	.008
EIP_m	.418	.047	.467	8.678	.000
PA_m	.102	.037	.256	3.033	.000

a. Dependent Variable: EP_m

5. Discussion

This research investigates the effects of several HRM practices specifically, Training & Development, Incentives & Rewards, Job Security, Employee Involvement & Participation, and Performance Appraisal on job satisfaction among operational-level garment factory workers in Dhaka, Bangladesh. Each study objective is critically evaluated and cross-referenced with contemporary findings. The results indicate that Training and Development has a positive and statistically significant relationship with employee job satisfaction. Therefore, H1 is supported. Previous research found a significant negative relationship between training and development and job satisfaction, which may be due to perceived irrelevance or implementation issues (Sahinidis & Bouris, 2008; Jehanzeb & Bashir, 2013) ^[97, 53]. Incentives and Rewards also demonstrate a positive and statistically significant relationship with job satisfaction. Hence, H2 is supported. Prior studies (Beqiri & Aziri, 2022; Mabaso *et al.*, 2021) highlight a positive influence of rewards on satisfaction ^[22, 69]. The analysis indicates that Job Security positively and significantly influences employee job satisfaction. Hence, H3 is supported. This finding implies that employees who perceive higher job stability tend to experience greater satisfaction. Rahman *et al.* (2022) argue that job security becomes less impactful when workers face immediate survival concerns, making short-term financial incentives more important than long-term stability. Employee involvement and participation have the strongest positive and statistically significant effect on job satisfaction. Accordingly, H4 is supported. The finding highlights that when employees are actively involved in decision-making processes and organizational activities, their sense of belonging and satisfaction significantly increases. This finding is consistent with the work of Bhatti and Qureshi (2007) ^[23], who highlight employee participation as a key determinant of job satisfaction and commitment. Similarly, Kim (2002) ^[61] asserts that participative management leads to increased employee morale and satisfaction by fostering a sense of ownership and inclusion. Pradhanawati (2018) ^[79] found that worker participation, along with wages and social support, was a significant driver of job satisfaction in an Indonesian garment factory. Performance Appraisal is positively and significantly related to employee job satisfaction. The results confirm that effective and fair performance evaluation systems enhance satisfaction levels. Thus, H5 is supported. This aligns with Aguinis (2013), who emphasizes that performance management systems can serve as powerful tools for motivation and satisfaction when implemented effectively. Moreover, Selvarajan and Cloninger (2012) ^[98] found that the fairness and clarity of

appraisal processes significantly influence employees' attitudes toward their jobs.

6. Implications

Theoretically, this study extends HRM theory by showing how training, incentives, job security, employee involvement, and performance appraisal influence job satisfaction among operational-level workers in labor-intensive, developing contexts. It highlights the importance of participatory practices and reciprocal employee–organization relationships, grounded in Social Exchange Theory. Practically, findings reveal that employee involvement and performance appraisal strongly enhance job satisfaction, while training, incentives, and job security are less impactful. Managers and policymakers should prioritize participatory practices and fair appraisals to improve satisfaction, commitment, and productivity. Context-sensitive HRM strategies are essential in emerging economies. Methodologically, the study used a quantitative, cross-sectional design with random sampling and validated instruments, offering reliable evidence and a framework for future research in similar labor-intensive sectors.

7. Limitations and Future Research

This study is limited to operational-level employees in Dhaka's garment sector, which may reduce generalizability to other industries, job levels, or regions. It relies on self-reported data, which may be affected by bias, and focuses on five HRM practices, excluding factors like leadership, organizational culture, and employee well-being. Future studies could use multi-source data and compare results across regions or developing countries to explore context-specific HRM influences on job satisfaction. Additional variables, such as leadership, organizational culture, and work-life balance, should also be explored.

Declaration of conflicting interests

The author confirms that no conflicts of interest exist in relation to the research, authorship, or publication of this study.

8. Conclusion

The study found that training and development, incentives and rewards, job security, employee involvement and participation, and performance appraisal significantly enhanced job satisfaction. This study examined the impact of key HRM practices on job satisfaction among operational-level employees in Dhaka's garment industry, using Social Exchange Theory. The results highlight the importance of relational and participative HRM practices over purely

extrinsic motivators. Practically, managers and policymakers should focus on inclusive decision-making and transparent appraisal systems to boost employee motivation and performance. Future research should employ longitudinal

and mixed-method designs to explore long-term effects of context-sensitive HRM practices in similar labor-intensive sectors.

9. Appendix

Please read the following statements and indicate your level of agreement with the statements on a 5-point scale. Please tick (√) the appropriate box for your expected answers.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

No	Items of Questionnaire	Scale				
Training and Development						
1	My factory should offer regular training programs to perform my tasks efficiently.	1	2	3	4	5
2	Annual developmental training programs should be offered in our factory to support employees' professional growth	1	2	3	4	5
3	New employees should undergo comprehensive training to build the knowledge and skills needed for their roles.	1	2	3	4	5
4	The factory should actively encourage innovation and creativity to motivate employees.	1	2	3	4	5
5	Management should place high priority on training initiatives to enhance employee performance and overall satisfaction.	1	2	3	4	5
Incentives and Rewards						
1	Financial incentives motivate me to excel in my work.	1	2	3	4	5
2	The factory where I work consistently provides well-deserved promotions.	1	2	3	4	5
3	The factory provides adequate performance-based incentives to reward employees' efforts.	1	2	3	4	5
4	My opinions and contributions are valued and recognized by the factory.	1	2	3	4	5
5	The factory ensures overtime pay for employees who work extra hours.	1	2	3	4	5
6	Salary improvements inspire me to feel more valued and satisfied in my job.	1	2	3	4	5
7	Bonuses and rewards significantly boost my motivation to excel at work.	1	2	3	4	5
Job Security						
1	I hope to have the opportunity to stay at the factory for as long as I desire.	1	2	3	4	5
2	The factory does not dismiss employees without a valid reason.	1	2	3	4	5
3	Employees should be provided with a strong sense of job security.	1	2	3	4	5
4	Feeling secure in my job makes me more satisfied with my work.	1	2	3	4	5
5	I feel confident in my ability to continue working at this factory for as long as I wish.	1	2	3	4	5
6	I am concerned that my position may be replaced by a temporary employee in the future.	1	2	3	4	5
Employee Involvement and Participation						
1	Employees should have the autonomy to make decisions related to their work.	1	2	3	4	5
2	Employees should be encouraged to suggest improvements to workflows and processes.	1	2	3	4	5
3	Supervisor should maintain open and transparent communication with employees about their roles and responsibilities.	1	2	3	4	5
4	Supervisors should actively involve employees in the decision-making process.	1	2	3	4	5
5	Encouraging participation fosters a positive attitude among employees.	1	2	3	4	5
6	Involving employees in problem-solving and decision-making is an effective approach that increases employee motivation at work.	1	2	3	4	5
Performance Appraisal						
1	My factory should make significant efforts to measure employee satisfaction effectively.	1	2	3	4	5
2	My factory needs to implement adaptable performance standards.	1	2	3	4	5
3	My supervisor conducts performance appraisals fairly, without bias or favoritism.	1	2	3	4	5
4	Supervisor should regularly discuss individual performance with employees to provide constructive feedback.	1	2	3	4	5
5	Performance appraisal has contributed to enhance my job satisfaction.	1	2	3	4	5
6	Performance appraisals support me in achieving my individual goals.	1	2	3	4	5
7	Performance appraisals contribute to my decision to stay with my current factory.	1	2	3	4	5
Employee Job Satisfaction						
1	1. I feel satisfied with my current job.	1	2	3	4	5
2	2. I enjoy the work I do on a daily basis	1	2	3	4	5
3	3. I feel valued and appreciated at work.	1	2	3	4	5
4	4. My job makes good use of my skills and abilities.	1	2	3	4	5
5	5. I am satisfied with the opportunities for professional growth.	1	2	3	4	5
6	6. I have a good relationship with my coworkers.	1	2	3	4	5
7	7. I am satisfied with my supervisor's support and feedback.	1	2	3	4	5

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How to Cite This Article

Khatun Rupa F, Low D, Islam MA. Influencing of human resource management practices on job satisfaction among operational-level employees. *Journal of Frontiers in Multidisciplinary Research*. 2026;7(1):174-185. doi:10.54660/JFMR.2026.7.1.174-185.

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