



## Strategic and Traditional Human Resource Practices and their Relationships with Job Satisfaction in the Service Sectors in Bangladesh

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### ABSTRACT

**Purpose**– This research aims to investigate the relationship between Strategic Human Resource Management (SHRM), Traditional Human Resource Practices (THRP), and Job Satisfaction (JS) in the context of Bangladeshi service-providing organizations.

**Design/methodology/approach**– This study employs the positivism paradigm using a cross-sectional survey with the help of a structured questionnaire having five points Likert scale. Using the snowball sampling technique total of 202 questionnaires were collected from the service-providing organizations (Restaurants, Insurance, Telecommunication, Bank, and Transport) operating in the Rajshahi Division of Bangladesh. To analyze, the surveyed data structural equation modeling approach is used for this study. The measurement model of this study is assessed based on the relationship between the indicators and the latent variables using the partial least square technique.

**Findings**– This study finds that practicing SHRM has a significant positive relation with the JS which leads the organization to achieve its success but different findings regarding the relations of THRP with JS.

**Research limitations**– This study has limitations in terms of cross-sectional design, the number of measurement items, sample size, and sampling technique which may suffer the generalisability of the results.

**Practical implications**– The findings of this study should help management to understand how organizational settings and policies can generate constructive means, which in turn enhance the alignment of THRP according to SHRM to bring JS into the organizations.

**Originality/value**– This study will add to the human resource management literature by investigating the soundness of the SHRM, THRP, and JS relation in the service sectors in Bangladeshi which is relatively limited in the country under study.

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## **1. Introduction**

The prior significant literature identifies that there has been made a strategic transformation from a limited systematic method to a macro strategic concept since the 1990s. Impacting Human Resource Management (HRM) this advancement, strategic talent, strategic colleague, strategic employee competition, and an adaptive representative has been added as the new roles for HRM (Bhawna, 2018; Kano et al., 2020). The approach of strategic human resource management (SHRM) is broad and focused on forming a long-term strategy (Kramar, 2014).

The SHRM is shaping and executing intra-departmental suitable practices and policies that affect organizations' performance and especially job satisfaction (Zeller, 2019) in which the modern academic and business world considers its best interest. Besides, Traditional Human Resource Practices (THRP) have emphasized the impact on job satisfaction (Legge, 2020).

Human capital is regarded as a strategic instrument for gaining strategic market-based competitive advantage (Yasemin et al. 2011). In the domain of traditional HR, the concerned persons are reactive in characteristics. In such HR practices, the workers do work when their managers will go over their work (Townley, 2019). The traditional human resource practice environments do not educate the workers regarding their responsibilities and in such a situation the employee will pick up the training while on the job (Duke & Udono, 2012). In this reactive role, HR department actions may be disjointed and even hurried in some cases (Sawaneh & Kamara, 2019) where SHRM uses the strategic instrument within the HR department to co-ordinate other departments strongly and effectively and strategic HRM is regarded as a competent partner in firm's ultimate success (Bhawna, 2018).

It needs to investigate the relationship of job satisfaction (JS) with SHRM and traditional human resource practices (THRP) and there is limited published research on this issue, particularly in Bangladesh. Therefore, this investigation aims to examine the relationship between the SHRM and THRP, and JS in the context of Bangladeshi service-providing organizations such as restaurants, insurance, telecommunication, bank, transport, particularly in Rajshahi Division.

The proclamation supporting the practice of SHRM is that humans are the organization's key resource and the performance of the organization mostly depends on these resources. If consequently, a proper choice of HR principles and processes is formulated and executed successfully, then HR will make an extensive impact on organizational performance, particularly job satisfaction. To a large extent, the study over two decades has aimed to answer the necessary question: 'which HRM practices have a significant positive relationship with organizational performances of job satisfaction; SHRM or THRM?' Hence, this study will contribute to the human resource management literature by exploring the validity of the SHRM, THRP, and JS relationships in Bangladeshi service sectors, which is relatively limited in the country under investigation.

This research will fill the gaps in the existing knowledge such as; firstly, it examines the relationships of the position of HR with the firm's strategic and competitive performance practices in the context of the selected service sector of Bangladesh using the variables of JS, SHRM, and THRP. Second, Bangladesh has westernised traditions, and the SHRM notion is largely acknowledged.

## **2. Objectives of the Study**

The objectives of this study are therefore twofold:

- (a) To find out the extent of the relationship between the SHRM and job satisfaction in the service sectors in the Rajshahi Division of Bangladesh.
- (b) To find out the extent of the relationship between the THRP and job satisfaction in the sectors under study.

## **3. Literature Review**

The HRM literature provides importance on the SHRM and its practices regarding JS in recent years. In the field of industrial and organizational psychology, and organizational behavior, JS is one of the most extensively studies work-related attitudes (Da et al., 2020). Many scholars define JS in different ways i.e. according to Greenberg and Baron (1997), it is evaluative, affective, and cognitive reactions of an individual toward the job. Locke (1976) defines JS as the position where one's expectations and outcomes match well whereas Cranny et al. (1992) mention that JS is a concept that is combining cognitive and affective reactions to the different perceptions of what individual desires to receive comparing receives. It is an issue that would encourage the worker to work in a long-term position. For this reason, the organization should pay attention to employees' JS (Al-Jedaiah & Albdareen, 2021).

The SHRM plays a significant role in the growth and performance of organizations (Alaraqi, 2017), and the relationship between them has been a source of interest among scholars since the early 1990s (Gopinath, 2021). There is no agreement in the literature on the definition of HRM, but there is widespread agreement that SHRM is the pattern of designed HR dealing and actions recommended to assist an enterprise in achieving its desired objectives and aims (Wright & McMahan, 1992). This explanation has stressed the creation and alignment of the firm's HRM processes, which assist the business in implementing its strategy (Gurbuz & Mert, 2011).

The three theoretical approaches such as universalistic, contingency, and resource-based view explain the relationship between SHRM and organizational performance (Job Satisfaction) according to leading theorists and researchers (Alsafadi & Altahat, 2021). Among them, the 'universalistic' and 'contingency' methods prioritize the firm's long-term benefits from HR, whilst the 'resource-based view' (RBV) approach focuses on the conceptual and theoretical reason for SHRM (Barney, 1991).

A firm hires highly efficient employees and then provides them with the required training to bring up and ensure its unique HR which adds value to the organization as the essential source of support and competencies. These activities are ensured to attain sustainable competitive advantages (Collins & Clark, 2003; Mahapatro, 2022). If such a situation can be focused on and ensured in the organization and brought in practices then the organization will significantly sustain itself in the domain of competitive advantages (Bakator et al., 2019). As a result, proper HR practices are combined with an appropriate strategy and HR resources that meet the organization's needs, i.e. precious, rare, unique, and non-substitutable (Koch & McGrath, 1996).

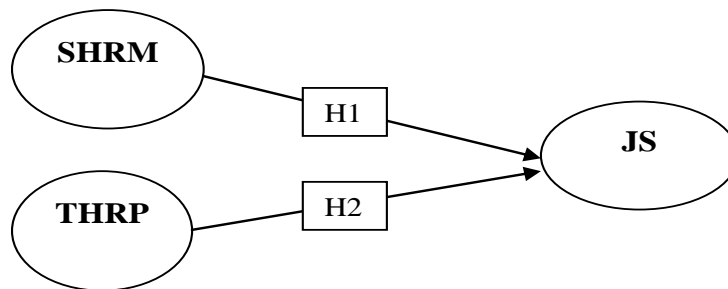
On the contrary, the main focus of traditional HRM has on the outcomes of the individuals like individual job performance (Yang et al., 2021; Wright & Boswell 2002). It primarily works responsible for the process of Hiring to Exiting human resources of an organization. This particular human resource practice deals with individualism like identifying people for development, talent acquisition, running performance management cycles, talent management, taking care of hygiene issues, and imparting necessary training, etc (Trost, 2020).

In the field of organizational behavior literature, the concept of JS is one of the most common and recognizable research issues (Bahadur & Gurpreet 2007). Job satisfaction is a noteworthy concern of all the stakeholders of the organization (Kambur & Yildirim, 2022). Human resource managers should always be aware of the impact of JS and its outcomes for the organizational well-being which brings fruitfulness for both the organization and the employee (Armstrong & Taylor, 2020). The concept of JS is important and linked with human resource management either strategic or traditional. The studies by Al and Hussami (2008) and Rosnowski and Hulin (1992) found that SHMR has a direct and significant positive relationship with JS of an organization whereas MacDuffie (1995) proved that the traditional human resource practices are much easy practicing thing than brings JS of the employees of an organization.

#### **4. Conceptual Model and Hypotheses Development**

The recent research works conducted on business strategy have focused that the competitive advantages of the organizations generated from their human resource practices (AlQershhi et al., 2020). The resource-based view theory of the HRM domain indicates to development of sustained competitive advantage of an organization through creating value in a way that is uncommon and intricate for competitors to imitate (Gerhart & Feng, 2021). The previous works conducted by Bhawna (2018); Breda (2000); Hamid et al. (2022); Mudor and Tooksoon (2011); Rogers et al. (1998) and Yasemin et al. (2011) explained that SHRM and THRM when effectively implemented should improve JS to the human resources who are working in the organization. In the western world, where the SHRM idea was originated, there are numerous pragmatic studies relating to the relationship between SHRM and THRP and work happiness. However, there exist relationships between SHRM, THRP, and JS. The

conceptual model which is developed by the researchers to test this relationship shown below:



**Figure 1: Research Model** (Source: Chang & Huang, 2005; Author)

**H1:** There is a significant positive relationship between the SHRM and job satisfaction in the service sectors in Bangladesh.

**H2:** There is a significant positive relationship between the THRP and job satisfaction in the sectors under study.

## **5. Methods**

### **5.1 Research Design**

The researchers of this study use the positivism paradigm which depends on reality where researchers assume that reality is independent of the knower (Farghaly, 2018). A quantitative approach was employed to measure the impact of SHRM and THRP practices on job satisfaction based on primary data. The survey of this study was conducted in the service-providing organizations (Restaurants, Insurance, Telecommunication, Bank, and Transport) operating in the Rajshahi Division of Bangladesh. The population of the research is HR managers and employees of these organizations. A cross-sectional survey was used as the design of this research because in this study data was collected at one particular time. The survey method using a questionnaire was used for this study primarily because it concentrated the least cost and time related to the survey and are able in managing quantitative data.

### **5.2 Research Instrument**

Measurements for dimensions of job satisfaction (SHRM and THRP) were taken from previous studies (Chang & Huang, 2005; Beeker & Huselid 1998; Gurbuz & Mert 2011; Hackman & Oldham 1975; Wright et al. 2005). However, these studies were conducted for manufacturing service industries. Hence, to prepare an inclusive set of measurement items, after a wide-ranging literature review, 10 items relating to measuring SHRM were taken with modification from Armstrong (2008); a 9-item THRP measure was adapted from Beeker and Huselid (1998); Gurbuz and Mert (2011) and Wright et al. (2005) and 10-items modified from Gurbuz and Mert (2011); Hackman and Oldham (1975) by taking into consideration the service sector work and business culture in Bangladesh. All items were reworded to fit the

context of the study. The HR managers and employees were asked to assess the extent to which SHRM and THRP linked with job satisfaction on a five-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree). First, the measurement items were prepared in the English language then they were translated into Bangla because many employees in the relevant area were not properly able to understand the questions in English due to poor educational backgrounds. Then the researchers formed the questionnaires into Google Forms and sent these to the respondents through an online platform. The researchers personally contacted the respondents via social media to understand the respondents' views and get the questionnaires properly.

### **5.3 Sample Design and Data Collection**

The survey questionnaire was distributed to the HR managers and employees of the sectors under study at different times of the day over two months. Using a snowball sampling technique through which the researchers first sent questionnaires to familiar persons relating to the concerning area and requested them to send these questionnaires to their peers (officers and colleagues). Before getting response from the respondents, the respondents were informed regarding the objective of the study. Out of collected 210 responses from the study sector, 202 questionnaires are optimum for further analytical procedures. The 202 sample size is satisfactory according to the rule of Westland's (2010) optimum sample size determination software taking into account a 99% confidence level, standard deviation of 0.5, and  $\pm 1\%$  margin of error.

Of the total questionnaires collected, the collected sample ages 46.6% of 26-33 years and 25.7% were 18-25 years, 24.3% of 34-41 years, and the rest 5.4% were 42 and above years old. Of the total questionnaires distributed, 202 questionnaires comprised 86.63% male respondents and 13.37% female respondents. The collected sample comprised 50.5% unmarried, 45.5 married and the rest were divorced and widowed. In terms of educational qualification, among the respondents, 53.5% were master's and above holders, 37.6 were bachelor's, and the rest of the respondents were higher secondary and secondary degree holders. The profile of the respondents shows that 46% of respondents had 5 and more years of working experience followed by 15.8% having 4 years, 12.4%, 12.4%, and 13.4% having 3, 4, and less than 1-year working experience. The following table 1 shows the distribution of the sample in terms of the nature of the organization from where data were collected.

**Table 1: Nature of Organization**

<b>Organization</b>	<b>Frequencies</b>	<b>Percentage</b>	<b>Cumulative Percentage</b>
Restaurant	26	12.9	12.9
Insurance	33	16.3	29.20
Telecommunication	29	14.4	43.60
Bank	55	27.2	70.80

Transport	19	9.4	80.20
Others	40	19.8	100
<b>Total</b>	<b>202</b>	<b>100.0</b>	

#### **5.4 Data Analysis Tool**

To analyze, the collected data from the study field, the researchers first imputed data into the SPSS version 23.0, and then data are converted into Comma Delimited (CSV) format. The CSV data were analyzed by using Smart PLS 3.0 software. As per the analysis criteria of PLS-based SEM, the researchers tested the measurement model with the help of Convergent and Discriminant Validity criteria by which the validity and reliability of the observed variables are measured. For the model evaluation of the path coefficients and the loadings, a bootstrapping method (5000 resamples) was used (Hair et al., 2021).

### **6. Data Analysis and Results**

At the time of the data analysis procedure, the researchers first examined the Common Method Variance to justify the biasness of the items of the questionnaire as the questionnaire (Podsakoff et al., 2003). To test the CMV, Harman's single factor test was adopted and the result of the data of this study shows that the first factor explained only 29.861% of variance where the threshold is the first factor must explain less than 50% (Eichhorn, 2014). Thus, the common method was not a persistent dilemma in this study.

#### **6.1 Measurement Model**

At the time of measuring the model, first, it needs to test the convergent validity of the observed variables used for the study. This criterion of testing uses outer loadings, Average Variance Extracted (AVE), and Composite Reliability (CR). Table 2 shows that all item loadings did not exceed the recommended value of 0.6 (Chin et al., 2008). In such a situation, the item loading which is less than 0.60 is discarded (SHRM2, SHRM3, SHRM5, SHRM7, SHRM8, SHRM9, SHRM10, HRP1, HRP7, HRP8, JS1, JS2, JS6, and JS10) from the model.

In the case of the assessment of CR values, the degree to which the observed items specify the unobserved variables exceeded the threshold of 0.7 (Hair et al., 2021). This study shows CR values between 0.736 to 0.885 which are satisfactory. According to the rule of AVE which shows the general amount of variance in the items accounted for by the unobserved variables, exceeded the recommended value of 0.5 (Hair et al., 2021). The AVE values of this study are more than 0.5; therefore there is no problem with the data of this study in terms of convergent validity.

Then, as demonstrated in tables 3 and 4, it must evaluate the discriminant validity where the Fornell & Larcker test indicates that the square root of the AVE of each concept is greater than its associated correlation coefficients (Fornell & Larcker, 1981) and the heterotrait-monotrait (HTMT) value is greater than HTMT.85 value of 0.85 (Kline, 2011).

**Table 2: Results of the Measurement Model**

Construct	Measurement Items	Loading	AVE	CR
Strategic Human Resource Management	SHRM1	0.621		
	SHRM2	0.596		
	SHRM3	0.445		
	SHRM4	0.795		
	SHRM5	0.546	0.502	0.736
	SHRM6	0.661		
	SHRM7	0.521		
	SHRM8	0.496		
	SHRM9	0.537		
	SHRM10	0.387		
Traditional Human Resource Practices	HRP1	0.446		
	HRP2	0.641		
	HRP3	0.695		
	HRP4	0.766		
	HRP5	0.757	0.519	0.865
	HRP6	0.834		
	HRP7	0.571		
	HRP8	0.606		
	HRP9	0.604		
Job Satisfaction	JS1	0.509		
	JS2	0.792		
	JS3	0.766		
	JS4	0.705		
	JS5	0.744		
	JS6	0.581	0.562	0.885
	JS7	0.794		
	JS8	0.724		
	JS9	0.761		
	JS10	0.470		

**Table 3: Discriminant Validity of Constructs-Fornell-Larcker Correlation Check**

Construct	THRP	JS	SHRM
THRP	0.803		
JS	0.720	0.750	
SHRM	0.495	0.461	0.697

**Note:** SHRM=Strategic Human Resource Management, THRP=Traditional Human Resource Practices, and JS=Job Satisfaction



**Table 4: Heterotrit-Monotrait Ratio (HTMT) Criteria**

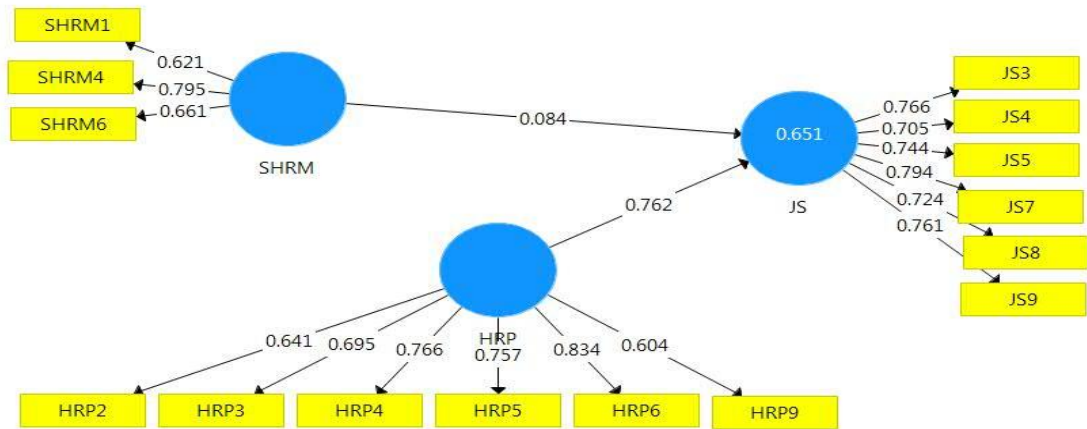
Construct	THRP	JS	SHRM
THRP			
JS	0.847		
SHRM	0.768	0.692	

## 6.2 Structural Model

According to Hair et al. (2013), the structural model can be assessed by looking at the multicollinearity, coefficient determination ( $R^2$ ), beta ( $\beta$ ), and t-values using bootstrapping process having a resample of 5000. It also needs to have the report of the  $Q^2$  of knowing the predictive relevance of the structural model.

To measure the structural model, the first step is to assess the structural model constructs to verify if high multicollinearity is a problem. The variance inflation factor (VIF) values of the items should be below 5.0 to have free from high multicollinearity and suitable for assessing the structural model in the case of the indicators on reflective constructs (Hair et al., 2014). This study shows the VIF values between 1.076 and 2.045 indicates that the items are not problematic for assessing the structural model.

Next, the researchers looked at the relationships between the variables. Strategic Human Resource Management positively and significantly affects Job Satisfaction of the HR and employees of the organizations under study ( $\beta=0.762$ ;  $t=15.587$ ;  $p < 0.05$ ;  $p=0.00$ ) but the result of Traditional Human Resource Practices did not ( $\beta= 0.084$ ;  $t=1.576$ ;  $p > 0.05$ ;  $p=0.115$ ). Thus H1 was supported but H2 was not (See Table 5). Moreover, the  $R^2$  is a joint effect of independent variables on the dependent variable. The lowest effect of  $R^2$  is 0, and the highest is 1 (Hair Jr., et al., 2017) demonstrate that on endogenous variables, the  $R^2$  values of 0.75, 0.50, and 0.25 can be considered large, moderate, and weak respectively. This study found  $R^2$  of JB showing as 0.651 which emphasizes that the exogenous variables SHRM and THRP can describe 65.10% of the variability is more than the 0.26 value that Cohen (1992) recommendation would specify a substantial model. This study provided the result of  $Q^2=.332$  for the endogenous variable indicating acceptable predictive relevance where the recommended value of  $Q^2$  must be greater than 0 of having the model has predictive relevance.



Critical t-values 1.96 (P<0.05)

Figure 2: Structural model.

Table 5: Result of the Structural Model Assessment

Relation	Std. $\beta$	SE	t-values	p-values	f <sup>2</sup>	Decision
SHRM→JS	0.762	0.049	15.587	0.000	0.055	Supported
THRP→ JS	0.084	0.053	1.576	0.115	0.043	Not Supported

Critical t-values 1.96 (P<0.05)

## 7. Findings Interpretations and Implications

The result of this study shows that the THRP has no significant relation with the firm performance i.e Job Satisfaction as such H2 failed to be supported. But the tested result of the H1 is supporting the significant relationship between SHRM and Job Satisfaction. According to the findings, strategic HRM is always an effective way for organizational performance than standard human resource management. This finding is backed by previous study done by Chang and Huang (2005).

Today, organizations are significantly focusing on the importance of SHRM. The literature shows that SHRM plays a very important role in organizations' performance and job satisfaction. Human resource becomes an indispensable factor in the development of the organization. The strategic thinking of the organization decides the requirement for skills and human resources. Unskilled and unhinged: resourcing, training, development, reward, and appraisal methods have led to pitiable performance which brings job dissatisfaction in the employees. A study by Sareen (2018) found that a successful human resource management strategy scientifically organizes human resource management actions to straightforwardly persuade employee performance and behavior. Such actions lead the business to achieve its

organizational targets and goals rather than the THRP and such an outcome is supported by this study.

SHRM must be designed and implemented in such a way so that the policies and practices of the organization sure ensure the firm's performance to attain and bring the desired goals of the firm. Practitioners should with aware think about the "internal fit" among SHRM, as well as the "external fit" between HR practices and the business strategy. They also should be careful about the approach in which they accompany and maintain each other. Human resource practitioners should fine-tune their attitude and state of mindset which will build their occupational abilities to look at and face new challenges. Moreover, it needs from the part of HR practitioners should pay extra time to examine the strategic human resource management of their firms which needs to develop realistic solutions for attaining organizational objectives.

Therefore, by paying attention to the competitive nature of service industries, organizations have to design, grow, and maintain their distinctive settings to cope with SHRM with the THRP. The outcomes of this research should help concerned organizations in better aware of HR and employees' outlooks regarding SHRM and THRP, thereby bringing job satisfaction by enlightening them. Therefore, management should consider how organizational settings and policies can generate constructive ways, which in twist increases the alignment of THRP according to SHRM to bring job satisfaction in the industry. Satisfaction among HR and employees can add to the economic and overall accomplishment of the organizations and industries.

## **8. Limitations and Future Research Directions**

This is a cross-sectional study which is one of the noteworthy limitations. This study was conducted in the firms of service sectors in Bangladesh. As a result, the findings of this study should not be interpreted as representative of all Bangladeshi businesses. As a result, in the future, a longitudinal design should be used to increase the generalizability of the link between SHRM and THRP and job satisfaction, resulting in a more trustworthy outcome. Since this research only employed quantitative measures to measure the relationships between SHRM, THRP, and JS, the addition of a qualitative study through a mixed methodological approach would provide a better understanding of the issues under the study.

## **9. Conclusion**

The SHRM indicates that organizations can manage their human resource policies and practices if the human resources will be designed and maintained strategically. In the dynamic world, the THRP as the individualism reaction may suffer the effective use of human resources which will not be viable for the organization. SHRM's thinning-out attractiveness owes much to assure of better managerial efficiency attainable, through the improvement of internally reliable bundles of human resource strategies that are suitably connected to business strategies rather than traditional human resource practices. Over the

last two decades, the relationship between SHRM, THRP, and organizational performance (Job Satisfaction) has been a highly debated topic, with the vast majority of relevant scientific studies coming from both developed and developing countries. Both organizations and academics are striving to prove that SHRM has a positive impact on job satisfaction but the THRP has not.

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