



Women Empowerment in Bangladesh: A Case Study

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Abstract: To find out what factors affect women's empowerment in Bangladesh, an empirical study is being done. The aim of this research was to identify the pivotal factors that impact Women Empowerment and to examine the implications of those factors on their attitudes. Thirty (30) questionnaires in total have been considered for the study, drawing from both field research and existing literature. Data from 100 respondents—50 from public banks and 50 from private banks—were gathered for the study using a self-structured questionnaire that was readily and randomly distributed among the various experienced officials. In order to evaluate the hypothesis, this study used a parametric approach. Multiple regression analyses, descriptive analyses, reliability, validity, and Pearson's correlation were performed using SPSS version 2021. The analyses' findings show that women will feel more empowered if they have equal access to finance and credit facilities, equal pay for equal work, equal employment opportunities, and media portrayals of women in leadership roles, equal access to information and educational resources, safety and security at work, and equal access to innovation and creativity.

Keywords: Women' Empowerment, identify, questionnaire, Public, Private, correlation, access, equal, leadership, safety, innovation, etc.

1. Introduction

The definition of empower, according to a variety of definitions, is "to give someone the power or influence to provide something or to offer someone too control over their life or the condition they are in." Woman empowerment is "a process by which those who have been contradicted the capability to make strategic life choices achieve similar capability," according to Kabeer (1999; Swain, 2007). By employing various frameworks created by various authors, Malhotra et al. (2002) created an extensive list of significant authorization scope. A significant scope that is made up of different aspects (sub-domains) is the economic, socio-cultural, domestic/interpersonal, legal, political, and psychological. Empowerment of women pertains to the ability of women to make decisions in the social, political, and economic domains of life. Women's empowerment has been depicted as having a multifaceted impact that can be highlighted by factors such as education, work, and

discussing family planning with partners, making decisions pertaining to the house, freedom of movement, marriage, political representation, and legal rights. The female delegation possesses extensive knowledge regarding education, nutrition, health, and the general well-being of society, households, and children. The story is currently changing in Bangladesh, where women are increasingly empowered to make decisions about their health care, wages, and choice of materials. Women's autonomy inside the family is based on their role in the home. Particularly in developing countries, women are not allowed to work in most sectors throughout their lives. They use various techniques to turn on their father or husband. Without a question, the best way to legalize them is via education and changing the way society views women. Decision-making bodies, such as those in the home, business, healthcare, and political and social spheres, can all play a positive role in raising awareness and empowering women in society.

2. Statement of the problem

Women empowerment in the workplace is a critical issue with significant implications for organizational performance of financial institutions. In Bangladesh, despite strides in gender equality, women often face numerous barriers that hinder their full participation and advancement in organizational settings. Prior research has not been done at the time of this study to identify the general elements influencing women's empowerment on the organizational level inside specific financial institutions in Bangladesh to support working women in obtaining their equitable rights from a professional standpoint. Organizations may find it difficult to put into practice measures that empower women and improve overall performance if they do not have a good understanding of these dynamics. In order to close this gap, this study will identify the critical elements that impact women's empowerment in Bangladeshi businesses and will investigate the relationship between these elements and organizational performance. The study intends to address these issues in order to offer policymakers, organizational leaders, and stakeholders practical advice on how to promote a more diverse and effective workplace.

3. Significance of the study

The new study has significant and varied implications. First of all, it tackles the gender gaps that have long existed and been a problem for financial organizations. Through comprehending and reducing these differences, the research advances gender parity, an essential component of social justice and public health in general. It is not only morally but

financially necessary to empower working women. The greater involvement and leadership of employed women in banks can boost financial performance, productivity, and creativity. For Bangladesh, an economy that is rising quickly and where sustained success depends on optimizing human capital, this is especially crucial. The research also emphasizes the wider socioeconomic advantages of women's empowerment. Future generations will benefit from improved education, health, and economic outcomes because empowered women are more inclined to invest in their families and communities. This starts a positive feedback loop that benefits society as a whole by empowering and developing people. This research holds special relevance in Bangladesh, where cultural and structural constraints hinder women's engagement in the banking sector. Through focused solutions that are in line with local reality, it can shed light on particular opportunities and difficulties that are exclusive to the Bangladeshi environment. In this way, the study can significantly contribute to the nation's substantial shift toward gender equality and improved organizational performance. In the end, this study's importance comes from its ability to help Bangladesh become a more successful and egalitarian country. A more inclusive, fruitful, and sustainable future can be achieved by comprehending and resolving the elements that affect women's empowerment in organizations.

4. Objectives of the study

This study's primary goal is to investigate the variables influencing women's empowerment and organizational performance in Bangladesh. In addition, certain goals consist of:

- a) To demonstrate how women's empowerment affects organizational effectiveness.
- b) To evaluate and contrast how women's empowerment has impacted selected organizations.
- c) To highlight the various facets of women's empowerment inside institutions.
- d) To identify the issues that arises when organizations carry out their initiatives for women's empowerment.

5. Hypotheses of the study

In light of the overall review and relevant literature, the following hypotheses are produced:

H₁: Volumes of the selected variables such as equal access to employment opportunities, equal pay for equal work, equal access to financial resources and credit facilities, economic decision-making roles, values women's contributions to family and community, norms

restrict women's mobility and independence, media portrays women in leadership positions, cultural practices raise women empowerment, equal access to technological resources, access information and educational resources, women's participation in remote work and entrepreneurship, equal access to quality healthcare services, safe and secure, good quality of life and well-being, empowered to assert their opinions and voice, support systems, feel respected and valued, barriers hinder women's empowerment, equal opportunities for personal growth and self-development, enhances innovation and creativity, employee morale and satisfaction, contributes to better decision-making processes, positively influences organizational reputation, and impact on organizational performance are not reliable.

H₂: There is no significant correlation among the selected variables of public banks, private banks and of both public and private banks.

H₃: There is no significant impact of the independent variable, 'women empowerment has positive impact on organizational performance' on the other independent variables like equal access to employment opportunities, equal pay for equal work, equal access to financial resources and credit facilities, economic decision-making roles, values women's contributions to family and community, norms restrict women's mobility and independence, media portrays women in leadership positions, cultural practices raise women empowerment, equal access to technological resources, access information and educational resources, women's participation in remote work and entrepreneurship, equal access to quality healthcare services, safe and secure, good quality of life and well-being, empowered to assert their opinions and voice, support systems, feel respected and valued, barriers hinder women's empowerment, equal opportunities for personal growth and self-development, enhances innovation and creativity, employee morale and satisfaction, contributes to better decision-making processes, positively influences organizational reputation of public banks, private banks and on both sample public and private banks.

6. Profile of the sample organizations

- a) Agrani Bank PLC: Founded in 1972, Agrani Bank PLC is a state-owned commercial bank in Bangladesh. Bangladesh's capital city of Dhaka, or Motijheel, is home to the organization's headquarters.
- b) Janata Bank PLC: Founded in 1972, Janata Bank PLC is a state-owned commercial bank in Bangladesh. Bangladesh's capital city of Dhaka, or Motijheel, is home to the organization's headquarters. In Bangladesh, it is the second-biggest commercial bank.

- c) Dutch Bangla Bank PLC: Founded in June 1996, Dutch-Bangla Bank PLC was founded in Bangladesh as a public limited company under the Companies Act 1994. It was the first bank cooperative ventures between Bangladesh and Europe especially the Netherlands. Official operations for DBBL started on June 3, 1996.
- d) Pubali Bank PLC: Established by Bengali businesspeople in 1959 under the Bank Companies Act 1913, Pubali Bank was formerly known as Eastern Mercantile Bank Limited in East Pakistan. Following Bangladesh's independence in 1971, the bank was nationalized under the Bangladesh Bank's (nationalization) Ordinance and given the new name Pubali Bank.

7. Literature reviews

This research aims to create a comprehensive overview of the literature by analyzing and contrasting pertinent academic studies that have been carried out in this field about the impact of women's empowerment on organizational performance in Bangladesh. This examination of the literature will smooth the development of the notional configuration, adopt from previous studies, and justify the gap in the preliminary related study.

Kuma and Godana (2023) conducted a study to identify the factors influencing the economic empowerment of rural women in Wolaita, Ethiopia. The findings demonstrated that 69% of rural households had a seamed value of less than 0.5, indicating that they were deemed economically unauthorized. The binary logit model's results indicated that factors such as a woman's age, marital status, educational attainment, awareness of economic empowerment, encouragement, income, and involvement in leadership and decision-making positively and significantly impacted the economic empowerment of rural women. They recommended that existing policies and plans be reviewed and that new ones be permitted in order to improve the situation of rural women's economic empowerment.

In the context of Bangladesh, **Farhana et al (2022)** looked at business trend analysis of the ready-to-wear sectors. In this article, it was reported that the RMG industry contributed to the economy, but more emphasis needed to be placed on the establishment of a sound structure, skilled labor, improved market access, access to financing at a competitive interest rate, adaptation to advanced technology, and institutional development. This was determined by comparing the export of RMG over the previous three decades with specific garment exports,

GDP, market share, etc. To overcome these obstacles, they suggested that the public and private sectors take a number of preliminary steps both alone and together.

Despite short examination times, social desirability bias, and methodological limitations, Al **Mamun & Hoque (2022)** found that paid work in the RMG section significantly improved the economic, social, and psychological authorization of female employees at the ready-made clothing site.

Women's empowerment and green microfinance are related, and **Lee & Huruta (2022)** looked into the significance of financial literacy in this relationship. The results demonstrate that women's financial literacy and empowerment has a significant direct and indirect impact on green microfinance. Financial literacy had an insufficient impact on the relationship between green microfinance and women's empowerment.

Alhalwachi & Mordi (2022) investigated the significant influence that organizational, societal, and individual factors had on the advancement of females in the banking industry of Bahrain. As per the findings of this study, the organizational variables that hinder women from participating in leadership training and mentorship programs include a lack of female role models, disempowerment, and low self-confidence in their abilities. Individual aspects included lack of individuality features, lack of knowledge and mentorship, hesitancy and fearfulness, and social factors included stereotyping, societal norms and understandings, and clash of societies.

By focusing on women's immediate means of subsistence—venture creation or entrepreneurship—which may be accomplished with appropriate training and information, **Gupta (2021)** investigated the role of NGOs in empowering women. Women gain self-confidence with the help of supportive environments and effective leadership. They can also be empowered through getting good information on administrative procedures, networking with clients, and connecting with NGOs and self-help groups (SHGs). The researcher came to the conclusion that more study was needed on the impact of women's empowerment on innovation, creativity, and the nation's ability to sustain its economy.

According to **Wei et al (2021)**, household deprivation in terms of standard of living, health, and education can be mitigated by women's empowerment. The outcome demonstrated the beneficial impact of women's empowerment on the reduction of income poverty and multifaceted poverty in society. Conversely, the act of gender violence, coercing women into taking resources against their will, and prohibiting them from working outside have resulted

in a notable decline in per capita income as well as an increase in income poverty and multidimensional poverty. The researchers came to the conclusion that women's roles in reducing household poverty should be made clear by factors such as their assets brought to the marriage, proximity to other family members, the traits of their parents and parenting, and the impact of societal norms.

When **Jaim (2021)** looked into how women entrepreneurs could obtain bank loans, he focused almost entirely on the prejudice against them based on gender by loan officers in Bangladesh's developed economies. Distinct barriers based on gender in both public and private settings were revealed when small businesses applied for financing. Additionally, this study added to our understanding of how wives who owned businesses were dependent on their husbands to handle these situations. This study offered policy recommendations to help remove gender-based barriers that impede women's entrepreneurial endeavors from promoting socioeconomic growth.

Al-Qahtani et al (2020) examined the contribution of women's political and intellectual empowerment to economic, social, and managerial empowerment in Saudi Arabia. According to the findings, political empowerment had a negligible impact on social empowerment but positive direct benefits on managerial, intellectual, and economic empowerment. Additionally, political empowerment promoted female empowerment in the fields of economics, society, and management. This study advocated using academic and political policies to improve women's economic, social, and political circumstances in order to expedite sustainable development.

Rehman et al (2020) discussed how microfinance empowers women and concurred that it has a significant impact on reducing poverty in the Akhuwat, Pakistan, area. In order to challenge their dominance over women's decision-making competencies in various stages of their home and social life, the present study articulated how four background variables—age, education, marital status, and family type—had contributed to women's empowerment. Additionally, it was noted that women were more willing to show humanitarianism and devote their entire salary to supporting their family. Adding more variables and increasing the sample size will allow the current study to be expanded and yield more significant findings.

A multivariate analysis on women's empowerment through the development of entrepreneurship in Bangladeshi small- and medium-sized enterprise (SME) sites was highlighted by **Islam (2020)**. This study showed that the elements pertaining to women's

entrepreneurship development, such as the regulatory framework, entrepreneurship education and training, the function of women's business collaboration, and husband involvement in women's business, had direct and significant effects on the development of women's entrepreneurship. According to this study, policy makers should focus on the regulatory framework, entrepreneurship education and training, husband involvement in women's businesses, and the contribution of women's businesses to the formulation of SME policies in order to accelerate women's empowerment and promote the sustainable development of this nation.

The factors influencing the performance of women entrepreneurs in Bangladesh's handicraft businesses were covered in a report by **Mozumdar et al (2020)**. We received about three issues. The performance was impeded by the social context, specifically the socio-cultural norms and practices. The second factor that positively impacted performance was the breadth of entrepreneurial orientation (EO), namely the related innovative and visionary EO and hazard-holding EO, as well as the business trainings. Ultimately, social draws had a negative effect on performance, which could be attributed to a tailored social network's overabundance of strong links. Based on the outcomes, the researchers concluded that the environment (context) was a contingent factor for how women entrepreneurs may use personal qualities including social, human, and EO capital to succeed in a setting typical of the underdeveloped world.

The Fourth Industrial Revolution (FIR) and its implications for Bangladesh were studied, including the potential and challenges it presents. The study's findings were described, showing that while the country may face significant challenges in implementing the FIR, there would also be benefits. These benefits included increased productivity, women's empowerment, sustainable ICT development, and citizen empowerment. The political system had an impact on FIR. Researchers found that the challenges of FIR in Bangladesh could be addressed by investing in small and medium-sized enterprises (SMEs), providing job-based education, implementing sensitive labor policies, providing updated technologies for alternative employment, and providing professional development training for human resources (**Rumi et al., 2020**).

According to **Tabassum et al. (2019)**, women's empowerment in Bangladesh is influenced by a number of aspects, including their ability to make decisions about their health care, political participation, and family roles. This investigation found a few implications. Initially,

the majority of married women were able to jointly decide on matters pertaining to their home and financial situation, health care, and their involvement in political and social activities with their husbands. Secondly, the interviewees from urban areas had somewhat more authority than those from rural areas, and the kind of habitation had a significant impact on the empowerment of women in Bangladesh. Lastly, compared to unemployed women, employed women have more freedom to choose how to live their private, social, and political lives. Ultimately, there was also a high correlation found between women's empowerment and decision-making capacity.

In order to better understand how sociocultural factors such as access to property, decent labor, and educational constraints affect women's economic empowerment in Pakistan, **Choudhury et al. (2019)** conducted a descriptive review. Regrettably, these sociocultural elements all acted as possible roadblocks and obstacles to women's empowerment. Additionally, the state had neglected to implement the policies that would have freed the disadvantaged and oppressed population from oppression.

8. Concept of women empowerment:

Undoubtedly, empowerment is a multifaceted notion that spans social, economic, and political facets of existence. The process of giving people more authority to make decisions and turning those decisions into actions is known as empowerment, according to the World Bank vocabulary (2009). D Narayan (2002) defines empowerment, in a more concrete sense, as the amplification of one's resources and capacities to engage in negotiations with, exert influence on, and exert control over institutions that impact one's life. N Kabeer (2005) provides a broad yet thorough definition. She defined empowerment as the development of a person's capacity to make wise decisions in life in a situation where such capacity has previously been denied.

9. Methodology

Methodology denotes the process of conducting research. From choosing the themes to creating the final report, the business research report was completed in a very methodical manner. In addition to examining customer attitudes toward domestic and imported kitchenware, this study also looked at consumer satisfaction and discontent with the recommended brands. To collect primary data, a self-structured questionnaire with five criteria—strongly agree, agree, neutral, disagree, and strongly disagree—was employed.

10. Nature of the Study

Descriptive (Quantitative) research has been used for the study.

11. Sources of Data

Both primary and secondary data were employed in this investigation. The preponderance of the information was obtained from primary sources as opposed to secondary sources. To gather the main information direct observations along with thirty (30) self-structured questionnaires have been employed. Various journals, books, relevant publications, and websites have been used to gather secondary data.

12. Methods of Data Collection

Thirty (30) self-structured questionnaires were employed in the data collecting process, and information was obtained from the professions of four renowned commercial banks

13. Scaling Techniques

The five response categories on the Likert scale (Non-comparative Scaling Technique) represented the degree of agreement or disagreement with each of a series of assertions: 1- Strongly agree, 2- Agree, 3- Neither agree nor disagree, 4- Disagree, 5- Strongly disagree.

14. Sampling Technique

Samples were selected using a convenient and simple random sampling technique.

15. Sample Size

Total sample size is 100. Data has been collected from 100 respondents.

18. Data Analysis Technique

The data for this study are assessed using Microsoft Excel and SPSS version 21, the Statistical Package for Social Science.

a) Result and Discussions-1 (From Demographic Profile of the Respondents)

Only 10% of respondents in public banks were female, with men making up the majority of participants (90%) in the structured questionnaire. 84% of respondents (10–14 years old) have work experience, and every responder has earned a master's degree. The demographic profile of respondents in private banks shows that all participants were male (100%) and that the bulk of them were between the ages of 10 and 14 (74%) and 15 and 19 (18%), with the latter group having work experience. A master's degree has been earned by every respondent (100%).

b) Result and Discussions-2(From Elementary Data)

Furthermore, the respondents to this survey provided some basic information regarding Women Empowerment in Bangladesh, which is shown in table no. 02 below:

Table- 02: Basic Information about Women Empowerment of the respondents

Variables		Public Banks	Private Banks
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	Categories	Frequency	Percentage	Frequency	Percentage
Economic Factors					
Women have equal access to employment opportunities as men.	Strongly Disagree	2	4.0%	4	8.0%
	Disagree	29	58.0%	27	54.0%
	Neutral	5	10.0%	4	8.0%
	Agree	10	20.0%	11	22.0%
	Strongly Agree	4	8.0%	4	8.0%
Women receive equal pay for equal work compared to men.	Strongly Disagree	5	10.0%	10	20.0%
	Disagree	33	66.0%	29	58.0%
	Neutral	4	8.0%	4	8.0%
	Agree	8	16.0%	5	10.0%
	Strongly Agree	0	0.0%	2	4.0%
Women have equal access to financial resources and credit facilities.	Strongly Disagree	8	16.0%	11	22.0%
	Disagree	32	64.0%	30	60.0%
	Neutral	2	4.0%	0	0.0%
	Agree	6	12.0%	7	14.0%
	Strongly Agree	2	4.0%	2	4.0%
Women have adequate representation in economic decision-making roles.	Strongly Disagree	5	10.0%	7	14.0%
	Disagree	37	74.0%	36	72.0%
	Neutral	2	4.0%	1	2.0%
	Agree	6	12.0%	6	12.0%
	Strongly Agree	0	0.0%	0	0.0%
Social & Cultural Factors:					
Society values women's contributions to family and community.	Strongly Disagree	9	18.0%	7	14.0%
	Disagree	21	42.0%	25	50.0%
	Neutral	11	22.0%	6	12.0%
	Agree	9	18.0%	12	24.0%
	Strongly Agree	0	0.0%	0	0.0%
Social norms restrict women's mobility and independence.	Strongly Disagree	2	4.0%	1	2.0%
	Disagree	12	24.0%	14	28.0%
	Neutral	13	26.0%	13	26.0%
	Agree	11	22.0%	12	24.0%
	Strongly Agree	12	24.0%	10	20.0%
Media portrays women in leadership positions positively.	Strongly Disagree	2	4.0%	2	4.0%
	Disagree	10	20.0%	11	22.0%
	Neutral	9	18.0%	8	16.0%
	Agree	25	50.0%	26	52.0%

	Strongly Agree	4	8.0%	3	6.0%
Cultural practices raise women empowerment in their communities	Strongly Disagree	1	2.0%	2	4.0%
	Disagree	26	52.0%	25	50.0%
	Neutral	5	10.0%	5	10.0%
	Agree	17	34.0%	16	32.0%
	Strongly Agree	1	2.0%	2	4.0%
Technological Factors:					
Women have equal access to technological resources (e.g., internet, smartphones)	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	22	44.0%	26	52.0%
	Neutral	6	12.0%	2	4.0%
	Agree	17	34.0%	14	28.0%
	Strongly Agree	5	10.0%	8	16.0%
Technology enables women to access information and educational resources.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	8	16.0%	8	16.0%
	Neutral	3	6.0%	5	10.0%
	Agree	22	44.0%	18	36.0%
	Strongly Agree	17	34.0%	19	38.0%
Technology facilitates women's participation in remote work and entrepreneurship.	Strongly Disagree	3	6.0%	4	8.0%
	Disagree	14	28.0%	13	26.0%
	Neutral	5	10.0%	7	14.0%
	Agree	10	20.0%	6	12.0%
	Strongly Agree	18	36.0%	20	40.0%
Health Factors:					
Women have equal access to quality healthcare services (e.g., maternal health, mental health).	Strongly Disagree	1	2.0%	2	4.0%
	Disagree	33	66.0%	30	60.0%
	Neutral	10	20.0%	12	24.0%
	Agree	4	8.0%	4	8.0%
	Strongly Agree	2	4.0%	2	4.0%
Women feel safe and secure in their organizations.	Strongly Disagree	2	4.0%	3	6.0%
	Disagree	32	64.0%	29	58.0%
	Neutral	2	4.0%	3	6.0%
	Agree	12	24.0%	13	26.0%
	Strongly Agree	2	4.0%	2	4.0%
Women report a good quality of life and well-being.	Strongly Disagree	3	6.0%	4	8.0%
	Disagree	30	60.0%	30	60.0%
	Neutral	6	12.0%	5	10.0%
	Agree	11	22.0%	11	22.0%
	Strongly Agree	0	0.0%	0	0.0%

Psychological Factors:					
Women feel empowered to assert their opinions and voice in decision-making.	Strongly Disagree	8	16.0%	11	22.0%
	Disagree	23	46.0%	20	40.0%
	Neutral	6	12.0%	5	10.0%
	Agree	13	26.0%	14	28.0%
	Strongly Agree	0	0.0%	0	0.0%
Some support systems (e.g., counseling, mentorship) that enhance women's confidence.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	10	20.0%	12	24.0%
	Neutral	6	12.0%	4	8.0%
	Agree	8	16.0%	8	16.0%
	Strongly Agree	26	52.0%	26	52.0%
Women feel respected and valued in their working environments.	Strongly Disagree	1	2.0%	2	4.0%
	Disagree	24	48.0%	29	58.0%
	Neutral	9	18.0%	1	2.0%
	Agree	16	32.0%	18	36.0%
	Strongly Agree	0	0.0%	0	0.0%
Psychological barriers (e.g., self-doubt, fear of failure) hinder women's empowerment.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	18	36.0%	22	44.0%
	Neutral	11	22.0%	8	16.0%
	Agree	4	8.0%	3	6.0%
	Strongly Agree	17	34.0%	17	34.0%
Women have equal opportunities for personal growth and self-development	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	14	28.0%	18	36.0%
	Neutral	6	12.0%	3	6.0%
	Agree	18	36.0%	13	26.0%
	Strongly Agree	12	24.0%	16	32.0%
Aspects of Women Empowerment in Organization (Please put tick marks on your right level of satisfaction regarding the following statement)					
Women's empowerment enhances innovation and creativity.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	7	14.0%	8	16.0%
	Neutral	4	8.0%	2	4.0%
	Agree	19	38.0%	18	36.0%
	Strongly Agree	20	40.0%	22	44.0%
Women's empowerment improves employee morale and satisfaction.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	5	10.0%	6	12.0%
	Neutral	7	14.0%	4	8.0%
	Agree	19	38.0%	22	44.0%
	Strongly Agree	19	38.0%	18	36.0%

Women's empowerment contributes to better decision-making processes.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	4	8.0%	4	8.0%
	Neutral	5	10.0%	5	10.0%
	Agree	25	50.0%	25	50.0%
	Strongly Agree	16	32.0%	16	32.0%
Women's empowerment positively influences organizational reputation.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	3	6.0%	2	4.0%
	Neutral	5	10.0%	4	8.0%
	Agree	22	44.0%	24	48.0%
	Strongly Agree	20	40.0%	20	40.0%
I think, women empowerment has positive impact on organizational performance.	Strongly Disagree	0	0.0%	0	0.0%
	Disagree	3	6.0%	4	8.0%
	Neutral	0	0.0%	0	0.0%
	Agree	19	38.0%	21	42.0%
	Strongly Agree	28	56.0%	25	50.0%

Source: Researcher's own collection and through the use of Excel Sheet-2010.

Table No. 02 presents the fundamental information provided by the respondents in relation to Bangladeshi women's empowerment. Regarding economic factors, the data indicates that women have equal access to employment opportunities as men. Of the respondents, 62% disagree, 10% were neutral, and only 28% agreed or strongly agreed. Similarly, for private banks, the same percentage of respondents disagrees, 8% were neutral, and only 30% agreed or strongly agreed. For public banks, on the other hand, a total of 78% of respondents disagree, 8% were neutral, and just 14% either strongly agreed or agreed that there should be equal compensation for equal labor. While only 16% of respondents agreed, the remaining 76% disagree. Furthermore, when it comes to equal access to credit facilities and financial resources, 80% of respondents disagree, 4% were neutral, and only 16% agreed or strongly agreed for public banks. By contrast, 82% of respondents disagree, 0% was neutral, and only 18% agreed or strongly agreed for private banks for the same reason. Regarding sufficient representation in economic decision-making positions, 84% of respondents disagree, 4% were neutral, and only 12% agreed or strongly agreed for public banks. Conversely, 86% of respondents disagree, 2% were neutral, and only 12% agreed or strongly agreed for private banks for the same reason. Regarding social and cultural factors, society places a high value on the contributions that women make to the family and community. Of the respondents, 60% disagree, 22% were neutral, and only 18% agreed or strongly agreed with this statement regarding public banks. By contrast, 64% disagreed, 12% were neutral, and only 24% agreed

or strongly agreed with this statement regarding private banks. Furthermore, when it comes to the question of whether social norms limit women's freedom and mobility, 28% of respondents disagreed, 26% were neutral, and only 46% agreed or strongly agreed for public banks. By contrast, 30% disagreed, 26% were neutral, and only 44% agreed or strongly agreed for private banks for the same reason. Regarding social and cultural factors, most respondents (60%) disagreed, 22% were neutral, and only 18% agreed or strongly agreed that public banks should value the contributions that women make to their families and communities. In contrast, 64% disagreed, 12% were neutral, and only 24% agreed or strongly agreed that private banks should do the same. Furthermore, when it comes to public banks, 28% of respondents disagree, 26% were neutral, and only 46% agreed or strongly agreed that social norms limit women's mobility and independence. In contrast, 30% of respondents disagree, 26% were neutral, and 44% agreed or strongly agreed with the statement that social norms restrict women's access to private banks. For the same reason, 52% of respondents disagreed with private banks, 4% were neutral, and just 44% agreed or strongly agreed. completely Conversely, for private banks, for the same reason, a total of 16% disagree, 10% were undecided, and only 74% agreed or strongly agreed for public banks, while only 16% disagreed with private banks. Women can now access information and educational resources thanks to technology. Regarding the statement that technology makes it easier for women to engage in remote work and entrepreneurship, 34% of respondents strongly disagree, 10% expressed no opinion, and only 56% agreed or strongly agreed. For the same reason, 34% of respondents disagreed with private banks, 14% were neutral, and just 52% agreed or strongly agreed.

When it comes to health factors—such as maternity health and mental health—wholly 68% of respondents disagree, 20% were neutral, and just 12% either agreed or strongly agreed with public banks. In contrast, private banks entirely agreed for the same reason. Just 12% of respondents agreed or strongly agreed, compared to 64% who disagreed and 24% who were neutral. For public banks, however, a total of 68% of respondents disagree, 4% were indifferent, and only 28% agreed or strongly agreed. Similarly, for private banks, for the same reason, a total of 64% disagree, 6% were neutral and only 30% agreed or strongly agreed. Women need to feel comfortable and protected in their organizations. However, when it comes to private banks, for the same reason, completely 68% of respondents disagree, 10% were neutral, and only 22% either agreed or strongly agreed that women report having a good quality of life and well-being. In contrast, 66% of respondents disagree, 12% were neutral, and only 22% agreed or strongly agreed with public banks.

Regarding psychological aspects, 62% of respondents disagreed that women feel empowered to share their ideas and participate in decision-making, 12% were neutral, and just 26% agreed or strongly agreed. In contrast, private banks for the same reason entirely Just 28% of respondents agreed or strongly agreed, compared to 62% who disagreed and 10% who were neutral. While only 68% of respondents agreed or strongly agreed with public banks' support systems (such as counseling and mentorship) that boost women's confidence, 20% of respondents disagreed with these systems, 12% were neutral, and for the same reason, only 68% of respondents agreed or strongly agreed, while 24% disagreed altogether and 8% were neutral. For public banks, however, a total of 50% of respondents disagree, 18% were neutral, and only 32% either agreed or strongly agreed that women feel respected and valued in their work environments. Similarly, for private banks, 62% of respondents disagree, 2% were neutral, and only 36% agreed or strongly agreed.

Regarding psychological barriers (such as self-doubt and fear of failure) impeding women's empowerment, 36% of respondents disagree, 22% were neutral, and only 42% agreed or strongly agreed for public banks. Conversely, 44% disagreed, 16% were neutral, and only 40% agreed or strongly agreed for private banks for the same reason. In contrast, only 60% of respondents agreed or strongly agreed that women should have equal opportunities for personal growth and development in private banks. Of those who responded, 28% disagreed, 12% were neutral, and 58% agreed or strongly agreed that women should have equal opportunities in public banks for the same reason. However, when it comes to private banks, for the same reason, a total of 16% disagree, 4% were neutral, and only 80% agreed or strongly agreed that women's empowerment fosters innovation and creativity. Of the respondents, 14% disagreed, 8% were neutral, and 78% agreed or strongly agreed. Regarding public banks, all respondents disagreed in 100% of cases, 14% were neutral and only 76% agreed or strongly agreed. In contrast, when it came to private banks, all respondents disagreed in 100% of cases, 8% were neutral, and only 80% agreed or strongly agreed that women's empowerment raises employee satisfaction and morale.

Regarding the statement that women's empowerment facilitates better decision-making processes, only 82% of respondents agreed or strongly agreed for public banks, while 100% disagreed for private banks for the same reason. Just 82% of respondents agreed or strongly agreed, compared to 10% who were neutral. Regarding the notion that women's empowerment enhances an organization's reputation, a total of 6% of respondents disagree,

10% expressed neutrality, and only 84% agreed or strongly agreed for public banks. Conversely, for private banks, the same percentage of respondents disagreed, 8% expressed neutrality, and 88% agreed or strongly agreed. I believe that the performance of organizations is positively impacted by women's empowerment. For public banks, in this instance, all respondents disagreed in total by 6%, 0% were neutral and only 94% agreed or strongly agreed. In contrast, for private banks, for the same reason, all respondents disagreed in total by 8%, 0% were neutral and only 92% agreed or strongly agreed.

19. Reliability Test

Cornbach's Alpha is measured for 24 items using SPSS version 2021. The measure's overall reliability for public banks was 0.80, matching the standard value of 0.60 (Nunnally and Bernstein, 1994). This suggests that a reliability value above 0.60 is considered acceptable. Thus, the information was collected using a trustworthy questionnaire. On the other hand, Cornbach's Alpha was evaluated for 24 items in the study of Selected Private Banks, and the overall measure of reliability was 0.81, matching the standard value of 0.60 (Nunnally and Bernstein, 1994). This suggests that a reliability level above 0.60 is considered acceptable. Thus, the information was collected using a trustworthy questionnaire.

20. Correlation Analyses on the variables taken from public banks

For public banks, analyses show that total twenty three (23) out of twenty four(24) variables like equal access to employment opportunities, equal pay for equal work, equal access to financial resources and credit facilities, economic decision-making roles, norms restrict women's mobility and independence, media portrays women in leadership positions, cultural practices raise women empowerment, equal access to technological resources, access information and educational resources, women's participation in remote work and entrepreneurship, equal access to quality healthcare services, safe and secure, good quality of life and well-being, empowered to assert their opinions and voice, support systems, feel respected and valued, barriers hinder women's empowerment, equal opportunities for personal growth and self-development, enhances innovation and creativity, employee morale and satisfaction, contributes to better decision-making processes, positively influences organizational reputation, and positive impact on organizational performance have high correlation with one another as their coefficient are 0.54, 0.40, 0.52, 0.70, 0.34, 0.30, 0.30, 0.70, 0.52, 0.45, 0.40, 0.47, 0.33, 0.37, 0.51, 0.50, 0.34, 0.61, 0.34, 0.40, 0.40, 0.40 and 0.30 respectively and their significant values are 0.000, 0.005, 0.000, 0.000, 0.013, 0.040, 0.033,

0.000, 0.000, 0.001, 0.006, 0.001, 0.017, 0.008, 0.000, 0.000, 0.015, 0.000, 0.007, 0.005, 0.009, 0.006 and 0.033 respectively which support the hypothesis no. 2. On the other hand Pearson's coefficient values for the variable, women's contributions to family and community is 0.12 and significant value is 0.316 which do not support the hypothesis no. 2.

21. Correlation Analyses on the variables taken from private banks

For private banks, analyses show that total twenty one (21) out of twenty four(24) variables have high correlation with one another as their Pearson's coefficient are 0.62, 0.50, 0.60, 0.71, 0.40, 0.31, 0.40, 0.31, 0.81, 0.50, 0.41, 0.40, 0.51, 0.42, 0.52, 0.44, 0.63, 0.41, 0.42, 0.40, 0.41 and 0.40 respectively and their significant values are 0.000, 0.000, 0.003, 0.003, 0.007, 0.027, 0.007, 0.027, 0.000, 0.001, 0.003, 0.008, 0.000, 0.002, 0.000, 0.001, 0.005, 0.000, 0.003, 0.002, 0.011, 0.004 and 0.009 respectively which support the hypothesis no. 2. On the other hand coefficient values for the variable, women's contributions to family and community is 0.10 and significant value is 0.509; Cultural practices raise women empowerment is 0.30 and .079 and empowered to assert their opinions and voice is 0.22 and 0.133 respectively which do not support the hypothesis no. 2.

22. Correlation Analyses on the variables taken from both public and private banks

Analyses show that total twenty three (23) out of twenty four(24) variables have high correlation with one another as their Pearson's coefficient are 0.61, 0.50, 0.56, 0.67, 0.41, 0.33, 0.80, 0.50, 0.43, 0.40, 0.53, 0.41, 0.32, 0.52, 0.48, 0.40, 0.64, 0.40, 0.40, 0.40, 0.40, 0.40 and 0.34 respectively and their significant values are 0.000, 0.000, 0.000, 0.000, 0.000, 0.001, 0.007, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.001, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000, 0.000 and 0.001 respectively which support the hypothesis no. 2. And only one variable, women's contributions to family and community has the Pearson's coefficient values, '0.20' and significant value '0.133' which do not support the hypothesis No. 2.

23. Regression Analyses

a) The adjusted R square value for **public banks**, according to multiple regression models, is 33%. From this, it can be concluded that independent sample variables account for 33% of the variation in the dependent variable impact. This suggests that the regression model has a moderate level of explanatory power. It is suggested at a significance level of less than 1% by the F-statistics value. When all other factors are held constant, analyses reveal that the

variable "media portrays women in leadership positions, remote work and entrepreneurship and enhances innovation and creativity" increases women's empowerment by about 33%.

b) The adjusted R square value for private banks, according to multiple regression models, is 53%. From this, it can be concluded that independent sample variables account for 53% of the variation in the dependent variable impact. This suggests that the regression model has a moderate level of explanatory power. F-statistics value suggests the significance level is less than 1%. Analysis reveals that, while keeping other variables constant, cultural norms, remote work and entrepreneurship, feeling comfortable and secure in their organizations, and economic decision-making positions all contribute to an almost 40% boost in women's empowerment.

c) The adjusted R square value for public and private banks, according to multiple regression models, is 60%. This suggests that independent sample variables account for 60% of the variation in the dependent variable impact. This suggests that the regression model has a moderate level of explanatory power. It is suggested at a significance level of less than 1% by the F-statistics value. The results of analyses demonstrate that the following variables consistently increase women's empowerment: "equal access to employment opportunities, equal pay for equal work, equal access to financial resources and credit facilities, media portrays women in leadership positions, access information and educational resources, safe and secure, feel respected and valued, barriers hinder women's empowerment and enhances innovation and creativity," if the other factors are constant.

24. Findings

The overall result shows that women empowerment has positive impact on organizational performance. Reliability test shows that the data which are taken into consideration are reliable. For public banks, 96% variables are closely associated with one another. For public banks, 88% variables are closely associated with one another. For both public banks and private banks, 96% variables are closely associated with one another. Most of the respondents are experienced persons in their job field.

The study shows that women have no equal access to employment opportunities as men. They have no equal pay for equal work and no equal access to financial resources and credit facilities. They have inadequate representation in economic decision-making roles. Mostly of them have no societal values women's contributions to family and community and social norms restrict women's mobility and independence. Besides, Media portrays women in leadership positions positively but cultural practices don't raise women empowerment in their

communities. They have no equal access to technological resources (e.g., internet, smartphones) though technology enables women to access information and educational resources as well as technology facilitates women's participation in remote work and entrepreneurship. They have no equal access to quality healthcare services (e.g., maternal health, mental health) and they feel unsafe and unsecure in their organizations. They don't feel empowered to assert their opinions and voice in decision-making. They don't feel respected and valued in their working environments and they have psychological barriers (e.g., self-doubt, fear of failure) which hinder women's empowerment. Mostly of them don't have equal opportunities for personal growth and self-development though women's empowerment enhances innovation and creativity as well as improves employee morale and satisfaction; contributes to better decision-making processes and have positive influences on organizational reputation.

24. Remedial measures

Assure women's economic empowerment by granting them access to family resources and land, granting them the authority to make decisions about the home or their career. Securing women's freedom of movement, access to equal education, protection from all forms of discrimination, health care services, and other essential rights will help to ensure their socio-cultural empowerment. Verify women's active involvement in household decision-making, their freedom to choose a life partner, and their safety from domestic abuse to ensure women's familial empowerment. By guaranteeing women's exercise of their legal rights, you may ensure their empowerment. Make sure that women are empowered politically by promoting their unhindered enjoyment of political rights. Encourage women to grow in confidence and recognize their own abilities to do any kind of task well in order to ensure their psychological empowerment. Many measures have been implemented to ensure that women participate in the labor market, create jobs, and offer comprehensive training, and support small and medium-sized business owners in order to accelerate women's economic empowerment spreading knowledge about the factors that contribute to poor health and wellbeing that are related to gender. Empowering women to the fullest extent possible in the home, community, workplace, education, and nation entails giving them all the rights that men should have. Making people capable of autonomous decision-making for their own personal growth is the goal. As impoverished women are a particularly vulnerable population, the government should implement a number of social safety-net initiatives to address the

multifaceted issues they face. The social standing, independence, self-assurance, capacity for making decisions, and political engagement of women may all benefit from these initiatives.

25. Limitations of the Study

The tiny sample size of this study was one of its limitations. Therefore, because of the tiny sample size, it was insufficient to provide the survey results. One hundred people responded to the survey. During the data collecting period, there were 10 respondents who were not working women and 90 respondents who were working men. Furthermore, the survey's participants were limited to residents of Kushtia's small town.

26. Conclusion

Four well-known banks in Bangladesh were used in the investigation. Women's empowerment has been discovered to be a multifaceted, intricate process with economic, social, cultural, and political components. Over the past few decades, Bangladesh has experienced a dramatic transition, with the female space rapidly growing. A multitude of variables have come together to bring about revolutionary changes in women's empowerment within the nation. Based on this research, it is advised that the government create new policies or evaluate current ones in order to ensure that women have access to better education and respectable employment. However, policies that guarantee women's economic, sociocultural, familial, legal, political, and psychological empowerment are essential to the nation's economic and social progress as well as to women's empowerment in general.

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