



## **Human Resource Development (HRD)'S Impact On Bank Employees' Job Satisfaction**

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### **ABSTRACT**

The concept of job satisfaction and dedication in any workplace is still one of the most intricate and thoroughly examined topics to be found and investigated in the field of Human Resource Management. This study was carried out to see how human resource management practices effect job satisfaction and organizational commitment in the Indian banking business. According to a review of the relevant literature, job security, salary, training and development, equity, top management attitude, and work autonomy are among the influencing aspects associated to human resource management practices on job satisfaction and organizational commitment. A standardized questionnaire was used to survey 100 workers from various private and public banks in Ahmedabad, and the results were then objectively reviewed to determine their perspectives. A one-sample test and chi-square testing were used to investigate bank employees' attitudes about human resource management, as well as the association between demographic factors of bank employees and their level of job satisfaction.

Keywords: Bank, Employee, Human Resource Management, Job Satisfaction

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## **1. INTRODUCTION**

In financial institutions, human resource development comprises not only the acquisition of new information and skills, but also the development of capacities to manage both internal and external environments, as well as the development of self-confidence and a willingness to serve the public good. This is critical because financial institutions are continuously under pressure to evolve to meet the needs of their customers and the general public.

Human resource development (HRD) as a formal organizational endeavour of financial organizations is receiving a lot of attention from academic and in-house research. In contrast, a review of the literature revealed that there has been minimal effort to compare human resource development practices in the financial sector.

Knowledge, awareness, and practice updates through various HRD practices such as Refresher Training program targeted at specific groups would go a long way toward keeping them abreast of current and anticipated challenges in their assigned work, especially given that banking is a highly dynamic industry with ever-newer innovations.

The researcher conducts this investigation in order to evaluate the provided hypothesis using the methodologies indicated, while keeping these considerations in mind. In preparation for this, the researcher conducted a comprehensive review of relevant national and international literature, including various studies on human resource development and its relationship to employee role satisfaction and performance.

## **JOB SATISFACTION**

Employee work satisfaction is a multi-dimensional and cross-disciplinary notion that has piqued academic and practitioner interest in a variety of fields, including psychology, human resource management, organizational behaviour, total quality management, and so on. There is a substantial corpus of research that examines the term from a variety of angles, as well as its relationship to a variety of organizational characteristics (Lund, 2003). Employee happiness, unlike consumer pleasure, does not have a universal definition that incorporates all of these characteristics at the same time. The majority of definitions stress the importance of employees' job-related attitudes, which link the expectations placed on them with the



outcomes they obtain. Job satisfaction, according to (Locke and colleagues,1969), is described as a happy or positive emotional state arising from an evaluation of one's employment and work experiences. According to this article, employee happiness is defined as "a function of the perceived link between what a person wants from a job and what a person sees the job to be offering" (Locke, 1969). Job satisfaction is a general attitude of employees toward their jobs that can be favourable or bad, according to (Robbins,2010) in his book. Job satisfaction is regarded to be a mediator between employee commitment and organizational human resource objectives. Employee job satisfaction is assumed to be derived from employee contentment with organizational procedures, particularly human resource practices, and that high levels of employee job satisfaction led to high levels of employee commitment. Job satisfaction is determined by a number of interconnected elements, such as an individual's personal attributes, the socio-cultural aspects of the environment, and the company's human resource strategy. Among these three criteria, human resource practices have the greatest impact on job satisfaction.

Manpower planning, job design, working conditions, relationships with coworkers, job-status, wage, fringe benefits, supervision, promotion opportunities, job security, communication, organizational structure & climate, management participation, leadership style, autonomy at work, work-schedule & nature of work, performance management, rewards & recognition, and so on are all examples of job-related human resource practices or specific aspects of a job.

## **IN RELATIONSHIPS, HR PRACTICES, JOB SATISFACTION, AND ORGANIZATIONAL COMMITMENT**

Employee work satisfaction is influenced by a variety of human resource factors rather than a single factor. It's impossible to predict employee work satisfaction based on specific human resource practices because organizational human resource activities vary on a regular basis and job happiness is a psychological issue that affects each individual. Employee job satisfaction in an organization is found to be directly tied to organizational human resource operations, according to our research. Increased output and organizational dedication are connected to higher work satisfaction. Workplace satisfaction, without a doubt, drives organizational commitment, and no one can deny it. Furthermore, human resource practices



inside a company can have a direct impact on employee commitment when it comes to employee happiness. Pay plans, fair treatment, transparency in promotion and pay systems, and the provision of incentives, among other things, could all help to increase levels of commitment. As a result, we can conclude that job satisfaction and organizational commitment are inextricably tied to human resource strategy in firms.

## **2. LITERATURE REVIEW**

Human resource management practices have been defined in a number of ways. Human resource management approaches, according to (Schuler and Jackson,1987), are organizational actions aimed at regulating the pool of human resources and ensuring that resources are employed to satisfy organizational goals. Human Resource Management (HRM) practices are defined as "a set of internally consistent rules and practices created and followed to ensure that a company's human capital contributes to the attainment of its business objectives," according to (Delery and Doty,1996). According to (Dittmer,2002), human resource management practices are an individual's perceptions of the extent to which strategies, plans, and program aimed at attracting, motivating, developing, rewarding, and retaining the best people in order to achieve organizational goals were actually implemented. According to these experts, human resource management practices include specific practices, formal norms, and philosophical frameworks intended at attracting, developing, motivating, and retaining personnel who are vital to the organization's effective functioning and survival. According to (Lee and Lee,2007), workplace human resource management practices such as training and development, teamwork, compensation/incentives, HR planning, performance appraisal, and employee security help firms improve their business performance, including employee productivity, product quality, and the firm's ability to adapt to changing market conditions. Staff engagement and empowerment, job redesign, team-based production systems, comprehensive employee training, and performance-based incentive compensation are all practices recognized by (Pfeffer,1994) as practices that are widely thought to promote organizational performance.

Performance appraisal, participation in decision-making, training and development, empowerment, and remuneration, according to (Ray and Ray,2011 & Trivedi & Bhatt,



2019), have a significant close link with job satisfaction (Ting, 1997; Godard, 2001) and (Steijn 2004; Steijn 2001). To establish a link between HR practices, job satisfaction, and commitment. Human resource practices such as human resource planning, training and development, teamwork, compensation and incentives, and performance appraisal were found to be associated with higher levels of job satisfaction, workplace trust, commitment, effort, and organizational performance in local government organizations in the United Kingdom (UK) according to (Gould-William,2003) and (Appelbaum, Bailey, Berg and Kalleberg, 2000). Employee participation has at least a moderate effect on job happiness and productivity, according to HR practice, according to (Miller and Monge,1986). In addition, he noticed a favourable relationship between participation and job satisfaction in research conducted in organizational environments that included measurements of multiple-issue participation, which he summarized as follows: Wagner and Gooding are two actors who have a lot of chemistry (Wagner and Gooding, 1987). Participation contributes to improved job satisfaction, according to (Smith and Brannick,1990), because the employee feels more valued and trusted by management, as well as because the employee gains a better understanding of management concerns by dealing with some of the same challenges as management. (Mowday, Porter, and Steers,1982) describe organizational commitment as a relationship or link that connects an individual to a certain organization or group. Organizational commitment is described as an effective or emotional tie to a specific organization or group of people. Job satisfaction is said to determine one's level of dedication. According to (Abdullah et al.,2007) the higher the level of job satisfaction, the higher the level of employee commitment, and the lower the rate of absenteeism, turnover, inattention at work, and termination. To put it another way, there is a relationship between job satisfaction and corporate loyalty.

Human resource management strategies can be utilized to boost employee abilities while also encouraging them to work even harder to keep their promises. Organizational human resource practices, according to (Ambreen,2011), are favourably related to both effective and normative commitment. In a typical employer-employee relationship, employees' evaluations of their employing company's human resource (HR) practices have an impact on their loyalty to their organization, according to (Kinnie et al.,2005). According to the findings of a survey of 214 employees in the Malaysian manufacturing sector conducted by (Nasurdin M. A. et al.,2008), human resource practices such as career development and

performance appraisal have direct, positive, and statistically significant relationships with organizational commitment. Employees' assessments of how well their employers' human resource management practices have been applied, he continued, are direct predictors of their loyalty to such businesses. (Ambreen,2011) found that a variety of important variables, such as job satisfaction, work autonomy, and locus of control, all of which are positively related to affective and normative commitment, contribute to organizational commitment. According to him, numerous human resource methods such as pay plans, effective salary systems, and delivering incentives can improve job satisfaction.

### **3. RESEARCH OBJECTIVE**

1. To study the perception of bank employees towards HRD.
2. To analyze the relation between demographic variables of the employees and the job satisfaction level.

### **4. SAMPLE SIZE**

In this study, 100 bank employees have been targeted.

### **5. DATA ANALYSIS**

#### **ONE SAMPLE TEST**

<b>NULL HYPOTHESIS</b>	<b>T VALUE</b>	<b>P VALUE</b>	<b>DECISION</b>
Respondents do not believe that targets given to employees often met	6.405	0.000	Null Hypothesis is Rejected

Respondents do not believe that employees become self-motivated	10.309	0.000	Null Hypothesis is Rejected
Respondents do not believe that employees are independent to take decision	0.405	0.686	Null Hypothesis is Accepted
Respondents do not believe that bank employees are coming up with new ideas	13.643	0.000	Null Hypothesis is Rejected
Respondents do not believe that accuracy of the work improved	6.131	0.000	Null Hypothesis is Rejected

**CHI-SQUARE TESTING**

NULL HYPOTHESIS	P VALUE	DECISION
There is no significant relation between respondents' belief on top management of their bank goes out of its way to make sure that employees enjoy their work and age of the respondents.	0.063	Null Hypothesis is Accepted
There is no significant relation between respondents' belief on top management of their bank goes out of its way to make sure that employees enjoy their work and gender of the respondents.	0.288	Null Hypothesis is Accepted
There is no significant relation between respondents' belief on top management of their bank goes out of its way to make sure that employees enjoy their work and marital status of the respondents.	0.394	Null Hypothesis is Accepted
There is no significant relation between respondents' belief on top management of their bank goes out of its way to make sure that employees enjoy their work and education of the respondents.	0.545	Null Hypothesis is Accepted



<b>NULL HYPOTHESIS</b>	<b>P VALUE</b>	<b>DECISION</b>
There is no significant relation between respondents' belief on top management of their bank goes out of its way to make sure that employees enjoy their work and years of experience of the respondents.	0.577	Null Hypothesis is Accepted

## **6. CONCLUSION**

Employee happiness and dedication are significant factors in determining organizational success and production in both the public and private sectors. Employee happiness, human resource management, and business commitment are all closely interwoven. In any industry, these three key concepts are critical for employee retention, productivity, and overall business success, but they are especially significant in banking. Employee job satisfaction is assumed to be influenced by a variety of job-related negative and positive aspects. Employees who are content with their occupations have a positive attitude toward their jobs, whereas those who are unsatisfied with their jobs have a negative attitude toward their jobs. According to the findings of a comprehensive assessment of the literature, human resource management practices do have an impact on employee work satisfaction. Employee job satisfaction is influenced by a variety of factors. This study was undertaken with the goal of determining the effects of human resource management practices on work satisfaction.

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