

# Human Resource Development Practices: towards Job Satisfaction special Reference to Commercial Banks

1Vanishree K, 2Prof. R Hiremani Naik  
1Research Scholar, 2Chairman  
1Institute Of Management Studies And Research,  
2Institute of Management Studies and Research,

**Abstract** - Commercial banks play a significant act in the development of Indian economy. There has been dynamic in operation of banking services in India during LPG. In a territory industry like banking, the effective services mainly depend on Human Resource Development Practices in banks. Human resource development practices focuses on employee performance regarding job satisfaction, human resource development practices are relatively positively to employee performance towards job satisfaction. HRD structure designed for the development of human assets within the organization through the development of both the organization and the individual to achieve organizational goal. It is the integrated use of training and development, Performance appraisal for career development, interpersonal relationship for social interaction, measures for the satisfaction of employees. This article study is descriptive in nature which was conducted among 100 sample selected from commercial banks. The result of this study reveals that HRD practices are the key mechanizes for employee performance increasing job satisfaction.

**keywords** - Human Resource Development, Job Satisfaction, Employee Performance, Commercial Bank.

## Introduction

Human resource management origin 1970s in India, on that period concern for welfare towards higher efficiency, shifted in professional values of human resource managers. During 1980s due to new technology and other environmental changes, during 1990s the role of human resource development practices has been recognizes. Creating awareness about the importance of human side of organization has led to the development of human resource management as a distinct discipline. Focus on human relation and human approach, are likely to provide this discipline the status of a profession. Thus, the human resource practices in India has develop through various parts, for example, labour welfare, industrial relations, labour administration, personnel management, human relations and human resource development.

HRD policy must have a clear, fair and transparent process that applies to all employees within the organization. A transfer requires employees to change the work group, workplace or unit. The transfer may be to relocate the employee to a different geographic region. Job satisfaction is the feeling an employee gets when the job he does fulfils all his expectations. While refers to the attitude of the employees of an organization and is a group concept, job satisfaction is the feeling of an individual employee. Job satisfaction has been defined as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. It expresses the amount of agreement between one's expectation of the job and the reward that the job provides. The nature of one's environment of job is an important part of life as job satisfaction influences one's general life satisfaction.

Job Satisfaction, thus, is the result of various attitudes possessed by an employee. In a narrow sense, these attitudes are related to the job under condition with such specific factors such as wages. Supervisors of employment, conditions of work, social relation on the job, prompt settlement of grievances and fair treatment by employer. However, more comprehensive approach requires that many factors are to be included before a complete understanding of job satisfaction can be obtained.

Commercial banks suffer from several challenges that threaten their capabilities and competitiveness, particularly since the beginning of the monetary crisis that the worldwide economy was exposed to. This has negatively impacted several commercial banks in terms of their monetary performance such as weak portfolio, poor investment, and low liquidity, among others. The poor performance of the inner and external operations of these banks in terms of meeting the wants of consumers the commercial banks have not been able to avoid risks and protect investments from the customers and shareholders. Further, operational, credit, and liquidity risks suggested having an impact on bank performance in Jordan (Al-Safadi, 2016).

## Literature Review

An organization that performs human resource management practices such as development, training, selection, appointment, and compensation functions is able to attain goals and develop strategies successfully and flexibly and is also able to implement policies within the organization, human resource management practices is dependable with internal policies and methods conventional and functional to ensure the organization's human resources contribute to achieving the organization's goals, coming up with explanations for developing human to help improve the ability, opportunity, and motivation of

employees (Nguyen et al., 2020). Human Resource Management Practices and their execution are the most vital factors that contribute to increasing employee satisfaction and achieving job commitment, which contributes to raising productivity (Khan, 2010; Quresh et al., 2010). There is a connection between performance and return, the higher the return, the more effective the performance, and thus this, in turn, affects the execution and implementation of the tasks allocated to the employee (Saleh et al, 2020). Job performance is measured as the employees performing the duties and tasks that they are dedicated to within the organization, during the organization setting these tasks and duties, and the performance must be good according to the goals set by the organization (Liao, 2009). Job Stability, job Enrichment, and Job ability (Mahmood et al. 2019). Job satisfaction usual the attention of many researchers because it is significant for the individual's performance within the organization (Mohammad et al., 2017). Human Resource Management Practices supports employees by increasing their confidence, encouraging them, and getting job satisfaction through additional activities and zeal in the job. This, in turn, increases the effectiveness of the individual's job performance to achieve the goals of the organization (Astui et al., 2020; Pradhan et al., 2017). The involvement of employees in the organization is a successful process because it does not feel people have been used negatively or have been discriminated. The contributions of employees in essential for any organization looking for to achieve loyalty to the organization's values and its performance (Ketter, 2008). Also, it is important to have engaged employees to make the strategic goals of any organization (Vu, 2020) Shatat's (2003) study deliberates the role of (selection, motivation, training, leadership and organizational culture) in achieving "creativity" in banks. The study also starts a positive relation between human resources practice and inspiration. Organization assembles them from high to low according to their effect on creativity as following: selection, training, organizational culture, motivation, and leadership. Researchers also observed successful selection practices that played the most important role in achieving organizational objectives through choosing those who had the ability and the practice to perform the job well. In their research, Sun et al. (2007) relied on the work of Bamberger and Meshoulam (2000) and talk about resource-based and control-based approaches in human resource policies. They say the resource-based approach measures the practices and taps on some issues such as the internal development of employees, like training. Also, it has been a device in developing the idea of human resource policies. The resource-based approach is difficult to replicate or alternate and it provides a sustainable competitive advantage (Barney, 1991). From the view of the resource-based approach, investment in human resources has the potential to develop performance. A organization would be assessed according to its superior set of resources that are active and insubstantial, rather than according to its product market. The argument focused on the combination of human resources policies and practices (Perez and Faclon, 2002). Dr Shart Sood (2017) in their research paper on HR practices in Indian banking

sector tried to focus on whether the introduction of innovative HR practices leads to constructive or adverse outcomes among the employees in the banking sector. The employee sourcing and human resource development initiatives in Indian banking sector are amazingly different from the manufacturing and other service sector organizations. New practices in HR can only lead to positive impact on organizational obligation. The study showing that the major challenge for banks is how to develop their social framework that generates the intellectual capital as the necessary drivers of change. Umesh Raj (2016) research paper titled "HRD Management in Banking Sector" analyzed and interpreted the HRD and Management in banking sector in India, taking into consideration the SBI. The study found that

Management policy is a significant mechanism of HRD in banks and HR development practices are alternative due to the philosophy of the management. survival of good HRD practices was experiential in the public sector banks, however, the changing paradigms in HR need to be taken into deliberation for better development of human resources, the study concluded.

#### **Statement of the Problem:**

Human resources development would be functional when it features the challenges in the organization. It must be reasonably reactive and highly proactive to the external as well as internal environment. Banks get success not only organization performance but also banks can grow and develop when it uses its employees strengths to tap the external market potential or else they fail as internal strengths will become week. So banks implements sophisticated human resource practices, still there are certain implications of implementing HRD practices in the banks. This study intends to find out various proportions of HRD practices which either tends to obstruct or add for success of the organization. The HRD practices help the organization to employee job satisfaction support these with the business objectives.

#### **Objectives of the Study**

- To study the theoretical framework in Human Resource Development Practices.
- To understand the concept of HRD in commercial Banks
- To analyze the HRD practices towards job satisfaction in commercial banks.

#### **Concept of HRD**

HRD is mainly concerned with developing the skills, knowledge and competencies of people and it is people-oriented notion. The concept of HRD is not yet well considers by various authors although they have defined the term from their approach as it is of recent origin and still is in the conceptualizing stage. It is an understanding of the term i.e., new or rather was new. HRD is not Training and Development.

The concept of HRD was formally introduced by Leonard Nadler in 1969 in a conference organized by the American Society for Training and Development. Leonard Nadler defines HRD as "those learning experiences which are organized for a specific time and designed to bring about the possibility of behavioral change."

Obtain or sharpen capabilities necessary to perform various functions associated with their present or expected future roles;

(ii) Develop their broad capabilities as individuals and determine and exploit their own inner potentials for their own and/or organizational development purposes;

(iii) Expand an organizational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well-being, motivation and satisfaction of employees.

According to Pulapa Subba Rao, HRD from the organizational point of view is a process in which the employees of an organization are helped/motivated to acquire and develop technical, managerial and behavioral knowledge, skills and abilities and mould the values, beliefs and attitudes necessary to perform present and future roles by realizing the highest human potential with a view to contribute positively to the organizational, group, individual and social goals.

Technical skills and knowledge are provided through training, managerial skills and knowledge are provided through management development and behavioral skills and knowledge are provided through organization development.

A comparative analysis of these definitions shows that the third definition seems to be comprehensive and elaborate as it deals with the developmental aspects of all the components of human resources. Further, it deals with all types of skills, the present and future organizational needs and aspects of contribution not only to organizational but also other goals.

The analysis of the third definition further shows that there are three aspects, viz.- (i) employees of an organization are helped/motivated; (ii) acquire, develop and mould various aspects of human resources and (iii) contribute to the organizational, group, individual and social goals. The first aspect deals with helping and motivating factors for HRD.

These factors may be called 'Enabling Factors' which include: organization structure, organizational climate, HRD climate, HRD knowledge and skills of managers, human resources planning, recruitment and selection. The second aspect deals with the techniques or methods which are the means to acquire develop and mould the various human resources.

These techniques include- Performance appraisal, Potential appraisal, Career planning and Development, Training, Management development, Organizational development, Social and Cultural programmes, and workers' participation in management and quality circles. The third category includes the outcomes' contribution of the HRD process to the goals of the organization, group, individuals and the society.

#### The major aims of HRD may be stated as

- i. Get better performance of individual on present job
- ii. Improve capability of individual to perform future jobs
- iii. Improve group enthusiasm and efficiency
- iv. Improve individual's approach
- v. Incorporate goal of individual with the goal of the organization
- vi. Optimize the obtainable human resource in an organization
- vii. Support creativity
- viii. Provide opportunities and amenities to individual for full appearance of their talent potential
- xi. Enhance productivity.

#### The objectives of HRD are:

- i. To prepare the employee to meet the present and changing future job necessities.
- ii. To avoid employee obsolescence.
- iii. To develop creative aptitude and talents.
- iv. To prepare employees for higher level jobs.
- v. To convey new contestant with basic HRD skills and knowledge.
- vi. To develop the potentialities of people for the next level job.
- Vii. To aid total quality management.
- viii. To endorse individual and collective morale, a sense of responsibility, co-operative attitudes and good relationships.
- ix. To widen the minds of senior managers by providing them with occasions for an interchange of experiences within and outside.
- x. To ensure smooth and well-organized working of the organization.
- xi. To give complete framework for HRD.
- xii. To improve organizational capabilities.
- xiii. To construct a climate that enables every employee to determine, develop and use his/her ability to a fuller degree in order to further both individual and organizational goals.

#### Human Resource Development (HRD)

1. **Learning:** The core of HRD is learning. The very purpose of HRD is to make the employees obtain knowledge, learn newer concepts and develop their skills. The core of HRD is to improve the excellence of workforce by creating an environment which fosters stable learning.
2. **Career Development:** HRD helps in the career development of individuals by corresponding employee characteristics with job necessities. Increase of the organization is achieved through increase and development of individual employee.
3. **Explicit Duration:** Any exacting HRD programme would have a exact duration. It could be for a short, medium or long duration.
4. **Improves Performance:** The performance of employees is better as a result of HRD. The training programmes improve the capabilities of employees and improve their productivity.
5. **Organizational Development:** HRD aims at not just the development of the human resources, but at the development of the organization as a whole. Positive changes in work culture, processes and organizational structure are made.

**6. Long-Term Benefits:** HRD is a very potential leaning concept. The results of HRD can be knowledgeable only after some time following its accomplishment. But it benefits the employee and the organization for a long time in the potential.

**7. Constant Process:** HRD is a constant process. Different HRD programmes are to be implemented in the organization according to changes in the work environment. Human behavior needs to be supervising frequently to allow them to adjust themselves according to environment dynamics.

**8. Employee Welfare:** The organization attempts to give all the amenities which are fundamental for the physical and psychological well-being of the employees to facilitate HRD. Measures like canteen facilities, crèche, medical insurance, etc. are provided as part of employee welfare.

**9. Development of Team Spirit:** HRD creates a healthy work environment which helps to build team spirit and coordination among various groups and the department. Team spirit is necessary for fostering loyalty and belongingness among employees.

**Result and Discussion**

Correlation analysis and rank for HRD practices

Items	Factors	P-Value	Rank
HRD Practices	Recruitment and Selection	0.769	2
	Managing People	0.483	8
	Training and Development	0.712	3
	Appraisal and Reward	0.684	4
	Employee Health and Safety	0.523	7
	Promotion and Transfer	0.415	9
	Compensation and Welfare Measure	0.596	6
	Industrial Relations	0.894	1
	Performance Management	0.634	5

Source: Primary Data

As shown in the table, reveals that the Human Resource Development factors associate with Human Resource Development Practices in rank by using correlation analysis. P-Values are significantly at 1% level. Based on the P-value in the above table the banks have highly influence in HRD Practices.

**Level of Job Satisfaction of Employees in Commercial Banks**

Job Satisfaction	Frequency	Percent
Low Level	6	6.0
Moderate Level	52	52.0
High Level	42	42.0
Total	100	100.0

Source: Primary Data

As shown in the table-2, level of Job Satisfaction of employees in commercial banks. Only 6% employees have low level of satisfaction. 52% Employees having moderate level of Job Satisfaction and 42% Employees having their Job Satisfaction in high level to the organization.

**Finding and Conclusion**

This study reveals a Human Resource Development Practices influencing Job Satisfaction in Commercial banks. It shows that, there is significant relationship between HRD practices with job satisfaction of employees. Hence, it is concluded that there is a positive relationship exists between HRD Practices and Job satisfaction in banks.

1. Because, the Banks having good and transparency recruitment and selection process the employees all are satisfied.
2. The banks are providing sufficiently and essential Training and Development to the employees, which makes the employees, was moderator satisfied.
3. The banks have a patent, fair and well appraisal and Reward policy, which makes the employees, were highly satisfied.
4. The banks are has follows good techniques of managing people, which makes the employees were highly satisfied in doing their jobs.
5. The banks have a good Employee health and Safety system for its employees, which are highly accepted during job satisfaction.
6. Generally Human Resource Development Practices of banks is extremely accepted by its employees. This is extensively seeing through job satisfaction level of employees.

The task of acquiring sound and believable employees belongs to the Human Resource Development Practices influencing job satisfaction. Science, HRD Practices is a known field under the concept of management; it is predictable that several theories, models and tools have been developed to promote its demonstration. In an increasingly spirited organization are largely dependent on their employees for success. The aim of the study was to explore the impact of HRD Practices on job Satisfaction.

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