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## ROLE OF HRD ON JOB SATISFACTION ON BANK EMPLOYEES

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### ABSTRACT



In the field of Human Resource Management, the concept of job satisfaction and dedication in any workplace is still one of the most complicated and extensively researched concepts to be discovered and investigated. To determine how human resource management strategies affect work satisfaction and organisational commitment in the Indian banking industry, this study was conducted. Among the influencing factors linked to human resource management practises on job satisfaction and organisational commitment are job security, compensation, training and development, equity, top management attitude, and work autonomy, according to a review of the relevant literature. One hundred employees from various private and public banks in Ahmedabad were interviewed using a standardised questionnaire, and the findings were then objectively assessed to determine their opinions. An investigation of the perception of bank workers toward human resource management, as well as the relationship between demographic parameters of bank employees and their degree of job satisfaction, was conducted using a one sample test and chi-square testing.

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



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## 1. INTRODUCTION

Human resource development in financial institutions includes not only the acquisition of new information and skills by human resources, but also the development of capacities to manage both internal and external environments, as well as the development of self-confidence and a desire to serve the public good. This is especially important because financial institutions are constantly under pressure to evolve in order to suit the needs of its customers and the general public.

Academic and in-house research are paying close attention to human resource development (HRD) as a formal organisational endeavour of financial organisations. In contrast, a survey of the literature found that little effort has been made to compare human resource development practises in the financial institution sector.

Knowledge, awareness, and practise updates through various HRD practises such as Refresher Training programmes 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 activity with ever-newer innovations in the banking industry.

The researcher conducts this inquiry in order to evaluate the supplied hypothesis using the procedures that have been described, taking into account these concerns. The researcher undertook a thorough examination of relevant national and international literature, including several studies on human resource development and its relationship to employee role satisfaction and performance, in preparation for this.

## JOB SATISFACTION

Employee job satisfaction is a multi-dimensional and cross-disciplinary concept that has sparked the interest of academics and practitioners in a range of sectors, including psychology, human resource management, organisational behaviour, total quality management, and so on. There is a large body of study that looks at the term from a range of perspectives, as well as its link to a variety of organisational qualities (Lund, 2003). However, unlike consumer satisfaction, there is no universal definition of employee happiness that encompasses all of these factors at the same time. The majority of definitions emphasise the importance of employees' job-related beliefs that link the expectations imposed on them with the results they receive in return. According to Locke and colleagues (1969), job satisfaction is defined as a joyful or good emotional state resulting from an assessment of one's employment and work experiences. Employee satisfaction is defined as a "function of the perceived link between what a person wants from a job and what a person



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perceives the job to be giving," according to this article (Locke, 1969). Job satisfaction, according to Robbins (2010) in his book, is a general attitude of employees toward their jobs that can be positive or negative. Employee commitment and organisational human resource initiatives are thought to be mediated by job satisfaction. Employee work satisfaction is said to be generated from satisfaction with organisational procedures, particularly human resource practises, and high levels of employee job satisfaction are thought to lead to high levels of employee commitment. Job satisfaction is influenced by a number of interconnected factors, including the individual's personal traits, the environment's socio-cultural characteristics, and the company's human resource strategy. Human resource practises have the largest impact on job satisfaction among these three factors.

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

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

Rather than a single component, a multitude of human resource elements influence employee job satisfaction. Because organisational human resource activities change on a regular basis, and job happiness is a psychological issue that impacts each individual, it's impossible to anticipate employee job satisfaction based on specific human resource practises. According to our research, employee job satisfaction in an organisation is proven to be directly related to organisational human resource operations. Greater job satisfaction is linked to increased output and organisational commitment. Workplace satisfaction, without a doubt, drives organisational commitment, and there is no difficulty in saying so. Furthermore, when considering employee satisfaction, human resource practises within a company can have a direct impact on employee commitment. Pay plans, fair treatment, transparency in promotion and pay systems, and the provision of incentives, among other factors, could all contribute to improve commitment levels. As a result, we can deduce that work satisfaction and organisational commitment are strongly linked to human resource strategies within businesses.





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between participation and job satisfaction, which he summarised as follows: Wagner and Gooding (Wagner and Gooding, 1987). Participation, according to Smith and Brannick (1990), leads to higher job satisfaction because the employee feels more valued and trusted by management, as well as because the employee acquires a better grasp of management concerns by dealing with some of the same issues as management. Organizational commitment is defined by Mowday, Porter, and Steers (1982) as a relationship or link that links an individual to a specific organisation or group. Affective or emotional attachment to a specific organisation or group of people is sometimes defined as organisational commitment. Job commitment is said to be determined by one's level of job satisfaction. The higher the level of job satisfaction, the larger the level of employee commitment, and the lower the rate of absenteeism, turnover, inattention at work, and termination, according to Abdullah et al. (2007). To put it another way, there is a link between job happiness and employee loyalty to the company.

Human resource management approaches can be used to increase employee talents while also pushing employees to strive even harder to fulfil their promises. According to Ambreen (2011)'s findings, organisational human resource practises are positively connected with both affective and normative commitment. Employees' perceptions about their employing business's human resource (HR) practises, according to Kinnie et al. (2005), have an impact on their loyalty to their company in a typical employer-employee relationship. Human resource practises such as career development and performance appraisal have direct, positive, and statistically significant relationships with organisational commitment, according to the findings of a survey conducted by Nasurdin M. A. et al. (2008) of 214 employees in the Malaysian manufacturing sector. Employees' judgments of how well their employers' human resource management practises have been implemented, he added, are direct predictors of their commitment to such companies. Ambreen (2011) concluded from his research that organisational commitment is the result of a number of essential variables, including job satisfaction, work autonomy, and locus of control, all of which are positively connected with affective and normative commitment. Job satisfaction can be increased by implementing various human resource tactics such as compensation plans, effective salary systems, and offering incentives, according to him.



3. RESEARCH OBJECTIVE

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

4. AMPLE SIZE

In this study 100 bank employees have been targeted

5. DATA ANALYSIS

ONE SAMPLE TEST

NULL HYPOTHESIS	T VALUE	P VALUE	DECISION
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
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

In both the public and private sectors, employee satisfaction and dedication are critical elements in determining organisational performance and production. Human resource management, employee satisfaction, and business commitment are all inextricably linked. These three core concepts are vital for staff retention, productivity, and overall business success in any industry, but they are especially important in the banking industry. Employee work satisfaction is thought to be influenced by a range of negative and positive factors linked with a job. Employees with a high level of work satisfaction have a good attitude toward their employment, whereas employees who are dissatisfied with their jobs have a negative attitude toward their jobs. Human resource management practises do have an impact on employee work satisfaction,



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according to the conclusions of a comprehensive review of the literature. There are numerous elements that influence employee job happiness. Aiming to assess the effects of human resource management practises on job satisfaction, this study was conducted.

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