JOB SATISFACTION OF EMPLOYEES' ON HUMAN RESOURCE MANAGEMENT PRACTICES IN PUBLIC SECTOR BANKS OF THIRUVARUR DISTRICT, TAMILNADU

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ABSTRACT: The banking sector in India is therefore witnessing tremendous changes because of political, social and economic upheavals that are taking place domestically and internationally. The banking industry in India has undergone a radical change in the last two decades. Now the banking has become too open and competitive. The basic focus and direction has changed from a level of moderate business to a maximum possible limit. Even the flow of business movement has changed from Customer's door step to bankers, now from Banker's to customers' doorstep. At this backdrop, the study of human resource management practices and job satisfaction are quite important for formulating sound polices for the future. Therefore, the study is lead by answering the research questions as is there any relationship between human resource management practices and job satisfaction of the employees in the Indian banking sector? Hence, the present study aims to analyze the impact of human resource management practices and job satisfaction in Indian banking sector in the study area through the job satisfaction of employees.

Key Words: Banking industry, Human resource management and job satisfaction

1. INTRODUCTION AND PROBLEM DISCUSSION

The human resource management function has emerged as one of the most important areas of organizational practice. It has not been developed in isolation but rather in the context of industrial change and economic development. The changes in the market scenario have necessitated the Indian industry to look inward for the development of human resources. If the Indian organizations are to develop and maintain their competitive edge, the potential value of the employees needs to be increased by enhancing and linking their

skills and capabilities in tune with the contemporary requirements of the market. The human resource management is a function which is mainly concerned with people at work and with their relationship within the organization. It is the resource which plans, allocates and provides for all other resources in organizations.

Most of the organizations have sidelined the Human Resource Management function owing to lack of immense knowledge about the importance involved in the successful handling of that function. In this study an attempt has been made to assess the perception of employees of on the Human Resource Management policies and practices and the level of job satisfaction of employees of the public sector banks operating in Tiruvarur district of Tamil Nadu. Employees' perception and job satisfaction are essential factor for better service in public sector banks as they include the effectiveness and motivation. Hence the study has been initiated from the desire to study and measure the degree of employee perception and job satisfaction in the public sector banks in Tiruvarur district and explore the various possibilities to improve them for the benefit of the Banks as well as employees

2. OBJECTIVES OF THE STUDY

The specific objective of the study is;

1) To assess the level of job satisfaction among the employees of the study units.

2) To study the relationship between the socio economic variables and job satisfaction of employees in the study area.

3. HYPOTHESIS

H_{01}: Level of satisfaction of the employees about effectiveness of human resources management practices has no significant relationship with the socio economic variables such as age, gender, education, designation, years of experience, or annual income of the employees.

4. VARIABLES SELECTED FOR THE STUDY

The variables selected for analyzing the human resource management practices are; Recruitment and Selection, Training and Development, Managing People, Performance Management, Appraisal and Reward,

Promotion and Transfer, Compensation management and welfare measure, and Industrial Relations. To analyze the job satisfaction, the variables, Work, Supervision, Pay, Promotion and Co-workers were selected for the study.

5. LIMITATION OF THE STUDY

1. The present study has been carried out very carefully and systematically still it may suffer from the following limitations:

2. The study on its face appears to be limited as it is carried out in a single Indian industry, i.e. banking industry. Thus, its findings cannot be generalized to other industry due to nature of work environment.

3. The study relies more on the opinion of the respondents which may change from time to time and moreover the responses are subject to variation depending upon the situation and attitude of the respondents at the time of the survey.

4. The present study on human resources management practices focuses more on the outcome of job satisfaction of the employees, other outcomes such as organizational commitment, customers' satisfaction and loyalty is not taken it to accounts, which are directed to future studies.

6. ANALYSIS AND DISCUSSION

6.1 SATISFACTION OF EMPLOYEES RELATING TO THEIR WORK CONTENT

Table 1: Chi Square Test for Level of Satisfaction on Work content Vs Socio Economic variables

Sl.No	Association between	Pearson Chi-Square	df	p value	Inference at 5% level of Significance
1	Level of Satisfaction on Work content and Age	11.877	6	.065	Relationship is not significant
2	Level of Satisfaction on Work content and Gender	1.728	2	.421	Relationship is not significant
3	Level of Satisfaction on Work content and Education	4.507	4	.342	Relationship is not significant
4	Level of Satisfaction on Work content	1.608	4	.807	Relationship is not significant

	and Designation				
5	Level of Satisfaction on Work content and Experience	4.573	6	.600	Relationship is not significant
6	Level of Satisfaction on Work content and Annual Income	7.286	6	.295	Relationship is not significant

Relationship between the Socio Economic Variables such as age, gender, education, designation, experience and annual income of the employees and their Satisfaction relating to their work have been analyzed .Null Hypotheses H_0: There is no significant relationship between the level of satisfaction relating to work content and the socio economic variables were tested using Chi Square tests and the results are presented below in Table.1. Since all the p values are higher than 0.05, Null hypotheses relating to all the socio economic variables are accepted and inferred that the level of satisfaction of employees relating to the work content has no significant relationship with any of the socio economics variables, viz., age, gender, education, designation, experience or annual income.

6.2 SATISFACTION OF EMPLOYEES RELATING TO SUPERVISION

Table 2: Chi Square Test for Level of Satisfaction on Supervision Vs Socio Economic variables

Sl. No	Association between	Pearson Chi-Square	df	p value	Inference at 5% level of Significance
1	Level of Satisfaction on Supervision and Age	2.843	6	.828	Relationship is not Significant
2	Level of Satisfaction on Supervision and Gender	.321	2	.852	Relationship is not Significant
3	Level of Satisfaction on Supervision and Education	1.650	4	.800	Relationship is not Significant
4	Level of Satisfaction on Supervision and Designation	2.027	4	.731	Relationship is not Significant

| 5 | Level of Satisfaction on Supervision and Experience | 4.766 | 6 | .574 | Relationship is not Significant |
| 6 | Level of Satisfaction on Supervision and Annual Income | 1.442 | 6 | .963 | Relationship is not Significant |

Relationship between the   Socio Economic Variables such as age, gender, education, designation, experience and annual income of the employees and their Satisfaction relating to Supervision have been analyzed .Null Hypotheses H_0: There is no significant relationship between the level of satisfaction relating to Supervision and the socio economic variables were tested using Chi Square tests and the results are presented below in Table. 2. Since all the p values are higher than 0.05, Null hypotheses relating to all the socio economic variables are accepted and inferred that the level of satisfaction of employees relating to the supervision has no significant relationship with any of the socio economics variables, viz., age, gender, education, designation, experience or annual income.

6.3 SATISFACTION OF EMPLOYEES RELATING TO PAY

Table 3: Chi Square Test for Level of Satisfaction on Pay Vs Socio Economic variables

Sl. No	Association between	Pearson Chi-Square	df	p value	Inference at 5% level of Significance
1	Level of Satisfaction on Pay and Age	10.338	9	.324	Relationship is not Significant
2	Level of Satisfaction on Pay and Gender	.999	3	.801	Relationship is not Significant
3	Level of Satisfaction on Pay and Education	7.838	6	.250	Relationship is not Significant
4	Level of Satisfaction on Pay and Designation	11.328	6	.079	Relationship is not Significant
5	Level of Satisfaction on Pay and Experience	13.415	9	.145	Relationship is not Significant

| 6 | Level of Satisfaction on Pay and Annual Income | 15.373 | 9 | .081 | Relationship is not Significant |

Relationship between the Socio Economic Variables such as age, gender, education, designation, experience and annual income of the employees and their Satisfaction relating to Pay have been analyzed .Null Hypotheses H_0: There is no significant relationship between the level of satisfaction relating to Pay and the socio economic variables were tested using Chi Square tests and the results are presented below in Table. 3. Since all the p values are higher than 0.05, Null hypotheses relating to all the socio economic variables are accepted and inferred that the level of satisfaction of employees relating to Pay has no significant relationship with any of the socio economics variables, viz., age, gender, education, designation, experience or annual income.

6.4 SATISFACTION OF EMPLOYEES RELATING TO PROMOTION

Table 4: Chi Square Test for Level of Satisfaction on Promotion Vs Socio Economic variables

Sl.No	Association between	Pearson Chi-Square	df	p value	Inference at 5% level of Significance
1	Level of Satisfaction on Promotion and Age	4.932	6	.553	Relationship is not significant
2	Level of Satisfaction on Promotion and Gender	.060	2	.970	Relationship is not significant
3	Level of Satisfaction on Promotion and Education	9.752	4	.045	Relationship is significant
4	Level of Satisfaction on Promotion and Designation	3.115	4	.539	Relationship is not significant
5	Level of Satisfaction on Promotion and Experience	1.736	6	.942	Relationship is not significant
6	Level of Satisfaction on Promotion and	2.401	6	.879	Relationship is not

	Annual Income				significant

Relationship between the   Socio Economic Variables such as age, gender, education, designation, experience and annual income of the employees and   their Satisfaction   relating to Distribution of Respondents by their level of Job Satisfaction relating to Promotion have been analyzed .Null Hypotheses H_0: There is no significant relationship between the level of satisfaction relating to Distribution of Respondents by their level of Job Satisfaction relating to Promotion and the socio economic variables were tested using Chi Square tests and the results are presented below in Table. 4. Education of the respondents has significant relationship with the level of satisfaction on promotion. All other p values are higher than 0.05, Null hypotheses relating to all the socio economic variables, except education, are accepted and inferred that the level of satisfaction of employees relating to Distribution of Respondents by their level of Job Satisfaction relating to Promotion has no significant relationship with the socio economics variables, viz., age, gender, designation, experience or annual income.

6.5 SATISFACTION OF EMPLOYEES RELATING TO CO – WORKERS

Table 5: Chi Square Test for Level of Satisfaction on   Co - workers Vs Socio Economic variables

Sl.No	Association between	Pearson Chi-Square	df	p value	Inference at 5% level of Significance
1	Level of Satisfaction on Co - workers and Age	15.842	12	.199	Relationship is not Significant
2	Level of Satisfaction on Co - workers and Gender	1.381	4	.848	Relationship is not Significant
3	Level of Satisfaction on Co - workers and Education	5.916	8	.657	Relationship is not Significant
4	Level of Satisfaction on Co - workers and Designation	8.266	8	.408	Relationship is not Significant
5	Level of Satisfaction on Co - workers and Experience	12.524	12	.405	Relationship is not Significant

| 6 | Level of Satisfaction on Co - workers and Annual Income | 12.352 | 12 | .418 | Relationship is not Significant |

Relationship between the   Socio Economic Variables such as age, gender, education, designation, experience and annual income of the employees and their Satisfaction relating to co-workers have been analyzed. Null Hypotheses H_0: There is no significant relationship between the level of satisfaction relating to co-workers and the socio economic variables were tested using Chi Square tests and the results are presented below in Table.5. All the p values are higher than 0.05, Null hypotheses relating to all the socio economic variables, are accepted and inferred that the level of satisfaction of employees relating to co-workers has no significant relationship with the socio economics variables, viz., age, gender, Education, designation, experience or annual income.

6.6 OVERALL   JOB SATISFACTION OF RESPONDENTS

Table 6: Chi Square Test for Level of Overall Satisfaction Vs Socio Economic variables

Sl. No	Association between	Pearson Chi-Square	df	p value	Inference at 5% level of Significance
1	Level of Overall Satisfaction and Age	3.974	6	.680	Relationship is not Significant
2	Level of Overall Satisfaction and Gender	2.036	2	.361	Relationship is not Significant
3	Level of Overall Satisfaction and Education	3.876	4	.423	Relationship is not Significant
4	Level of Overall Satisfaction and Designation	2.208	4	.698	Relationship is not Significant
5	Level of Overall Satisfaction and Experience	2.586	6	.859	Relationship is not Significant
6	Level of Overall Satisfaction and Annual Income	4.057	6	.669	Relationship is not Significant

Relationships between the Socio Economic Variables such as age, gender, education, designation, experience and annual income of the employees and their overall Satisfaction have been analyzed. Null Hypotheses H_0: There is no significant relationship between the level of overall satisfaction and the socio economic variables were tested using Chi Square tests and the results are presented below in Table.6. All the p values are higher than 0.05, Null hypotheses relating to all the socio economic variables, are accepted and inferred that the level of overall Satisfaction has no significant relationship with the socio economics variables, viz., age, gender, Education, designation, experience or annual income.

7. CONCLUSION

Human Resources Practices leads to the better perception of employees and hence his Job satisfaction. A positively perceived employee will contribute more with enthusiasm and engagement. Human Resources Management in Public sector banks is much more important than any in other manufacturing organization as they serve the common public where more involvement and service mind of employees are needed. Performance of the satisfied employees of the public sector banks leads them towards profitability and better business outcomes. This study has brought out the level of job satisfaction of employees on five dimensions such as Work, Supervision, Pay, Promotion and Co-workers attitude were assessed through this study. Level of overall satisfaction was assessed using five levels viz., very low level, low level, moderate level, highly satisfied, very highly satisfied etc. Proportion of respondents expressed moderate or low satisfaction is high. The findings of the study will be useful for the public sector banks in shaping up their future policies relating to Human Resources Management.

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