



HRM Practices, Employee Performance and Organizational Commitment in Banking Sector: A study on Some Demographic Variables.

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ABSTRACT

Purpose: The study comprehensively evaluates human resource management practices, employee performance and organizational commitment among gender, job position, education level, age, length of service, total experience and type of bank.

Design/methodology/approach: Data was collected from sample of 400 employees working in selected public sector and private banks in India. For analyzing the results Independent 't' test and one way ANOVA is used.

Findings: Results of the study shows that differences of opinion exist among employees on the basis of demographic variables in terms of the selected human resource management dimensions including career planning, training and development, rewards and compensation, performance appraisal, employee participation and work life balance. The outcome of the study revealed that employees working in selected public and private sector banks differ in their opinions.

Originality/value: Outcomes of the study will be providing some insights to the practitioners for developing strategies that can make enhancement in the performance of employees with the help of selected human resource management practices considering the demographic variables.

Paper type: Research paper.

Keywords: *Human resource management practices, employee performance, organizational commitment, demographic variables.*

INTRODUCTION

Human resource management practices are the main functions of the human resource management that are to be considered as the main pillars in an organization. For the fulfillment of the organizational goals, human resource management practices are focusing on the continuous improvement of the people associated with the organization both in terms of excellence and extent. Through proper implementation of human resource management practices, eminence and competency of employees can be increased and lead towards the success and growth of any organization. The performance of the organization specially in banking sector largely depends on the performance of the employees who are considered as the main asset of the organization through proper human resource management practices. Since number of years, Human resource management practices consume to be an important part of research in many advanced countries (Delaney and Huselid, 1996; Hselid, 1995; Katouand Budhwar, 2007; peterescu and Ximmns, 2008). To encourage high performance of the employees,

the banking sector need to develop and design operative human resource management practices that will enhanced and encouraged their workforces in relations to performance, fulfilment and assurance. Therefore, the current study focuses on some of the demographic factors which have the association between human resource management practices, employee performance and organizational commitment

REVIEW OF LITERATURE

Human Resource Management Practices

There are multiple definitions of human resource management practices. Organizational activities designed to manage the pool of human resources and ensure that resources are used to achieve the organization's objectives are called human resource management practices and are defined by Schuler and Jackson (1987). Human resource management practices are regarded as a set of reliable guidelines and practices intended to confirm that a business's human capital subsidizes to its business purposes that has been conceptualized by Delery and Doty (1996). To improve the organizational performance, Human resource management practices such as employee participation and authorization, job redesign, team-based production systems, extensive employee training and performance, or incentive compensation are widely alleged (Pfeffer, 1994). Human resource management practices, such as training and development, rewards, job analysis, recruitment and selection, employee relations, employee empowerment, and social support must be implemented in order to achieve a high level of employee satisfaction and performance, (Albrecht et al., 2015; Germany) Sler, 2006; Majumder and Hussein, 2012).

Employee Performance

A wealth of literature through various empirical studies (Haddock Millar et al., 2016), which have been carried out in different sectors and different countries, provides the link between human resource management practices and employee performance. The relationship between human resource practices and employee performance in many studies show positive effects (Tabiu and Nura, 2013). Therefore, in order to improve employee performance, human resource management practices play a key role in guiding the organization to achieve its goals. Therefore, organizations must view human resource practices as the core method of achieving their goals through employee performance (Hassan, 2016). Human resource management practices have seven factors that are positively related to employee performance, including training and development, rewards, job analysis, recruitment and selection, social support, employee relations and employee empowerment (Delery & Doty, 1996; Nataraja & Alamri, 2016). There are many empirical studies examining the relationship between human resource practices and employee performance in various fields (Shakeel & Lodhi, 2015).

Organizational Commitment

Mowday, Steers, and Porter (1979) defined organizational commitment as loyalty and identification with the organization. Organizational commitment is defined as the psychological bond that employees form when they identify and participate in their respective organizations (Prabhakar and Ram, 2011). emphasizes the connection between employees and the organization. Organizational commitment is considered to be the connection between individual employees and the organization, because individuals reflect the degree of relevance of their own values and goals of the organization as part of the organizational commitment (Faisal & AlEsmael, 2014). Therefore, the higher the employee's level of effort, the higher the level of commitment, which leads to a higher level of performance and effectiveness at the individual and organizational levels (Sharma & Bajpai, 2010). Maximum studies have found a positive correlation between organizational commitment and job performance. The higher the commitment, the better the performance (Abdul Rashid et al., 2003; Rotenberry and Moberg, 2007; Fu and Deshpande, 2014). Modi et al. (1982) found that the average relationship between organizational commitment and role performance is in terms of the strength of the relationship.

RESEARCH METHODOLOGY

This research work studies the demographic variables with human resource management practices, employee performance and organizational commitment in banking sector. It tries to probe the differences in opinion based on gender, job position, education level, age groups, length of service, total experience and type of bank. The

research design included is descriptive and quantitative methodology. All the variables are measured and analyzed with the help of statistical methods SPSS. A structured questionnaire is used for collecting the primary data. Data were collected from 400 employees (managerial and non-managerial) of both public and private sector bank. The survey instruments have been adopted from previous studies. The instruments consist of three parts: human resource management practices, employee performance and organizational commitment. Secondary data were collected from books, journals and websites. Results were drawn with the help of independent sample 't' test and one way ANOVA (f test).

OBJECTIVES

The purpose of this research is to understand the views of employees working in selected public and private sectors based on demographic variables related to human resource management practices (career planning, training and development, rewards and compensation, performance evaluation, employee participation and work Life balance) employee performance and organizational commitment.

HYPOTHESIS

H1. Respondents belonging to different gender do not differ with respect to human resource management practices, employee performance and organizational commitment.

H2. Respondents belonging to different job position do not differ with respect to human resource management practices, employee performance and organizational commitment

H3. Respondents belonging to different age groups do not differ with respect to human resource management practices, employee performance and organizational commitment

H4. Respondents belonging to different level of education do not differ with respect to human resource management practices, employee performance and organizational commitment

H5. Respondents belonging to different length of service do not differ with respect to human resource management practices, employee performance and organizational commitment

H6. Respondents belonging to total experience do not differ with respect to human resource management practices, employee performance and organizational commitment

H7. Respondents belonging to different type of bank do not differ with respect to human resource management practices, employee performance and organizational commitment

RESULTS AND FINDINGS:

Following results are drawn from analyzing the data: -

Table 2.1: T test for dimensions as per Gender of respondents

Dimension	Group	N	Total score	t	df	P-Value
Career Planning	Male	288	19.1042	0.477	398	0.634
	Female	112	18.8839			
Training and Development	Male	288	33.0035	0.194	398	0.900
	Female	112	32.9375			
Reward and Compensation	Male	288	37.2674	0.86	398	0.846
	Female	112	37.4196			
Performance Appraisal	Male	288	27.6354	2.563	398	0.011*
	Female	112	29.4107			
Employee Participation	Male	288	30.3819	1.772	398	0.077
	Female	112	31.2857			
Work life balance	Male	288	20.6701	0.021	398	0.984
	Female	112	20.6607			

Job Satisfaction	Male	288	17.4444	1.327	398	0.185
	Female	112	17.7857			
Employee Performance	Male	288	27.1632	0.701	398	0.484
	Female	112	27.4911			
Organisational Commitment	Male	288	38.9514	0.008	398	0.994
	Female	112	38.9464			

H01- Respondents belonging to different gender (male and female) do not differ with respect to career planning, training and development, rewards & compensation, performance appraisal, employee participation, work life balance, job satisfaction, employee performance and organizational commitment.

This hypothesis was tested by applying independent ‘t’ test statistics. Summary of the independent ‘t’ test in the above table no.2.1 indicates that for the dimensions performance appraisal the p value is found to be significant ($p < 0.05$), thus difference exists among male and female for the dimension performance appraisal on the said dimension. With respect to the dimension career planning, training and development, rewards and compensation, employee participation, work life balance, job satisfaction, employee performance and organizational commitment the $p > 0.05$ which shows differences of opinion among male and female was not found.

Comparisons of overall score indicates that male perception is higher for the dimension career planning (19.10), training and development (33) and organizational commitment (38.95) whereas female perception is higher for the dimension rewards and compensation (37.41), performance appraisal (29.41), job satisfaction (17.78), employee participation (31.28) and employee performance (27.49).

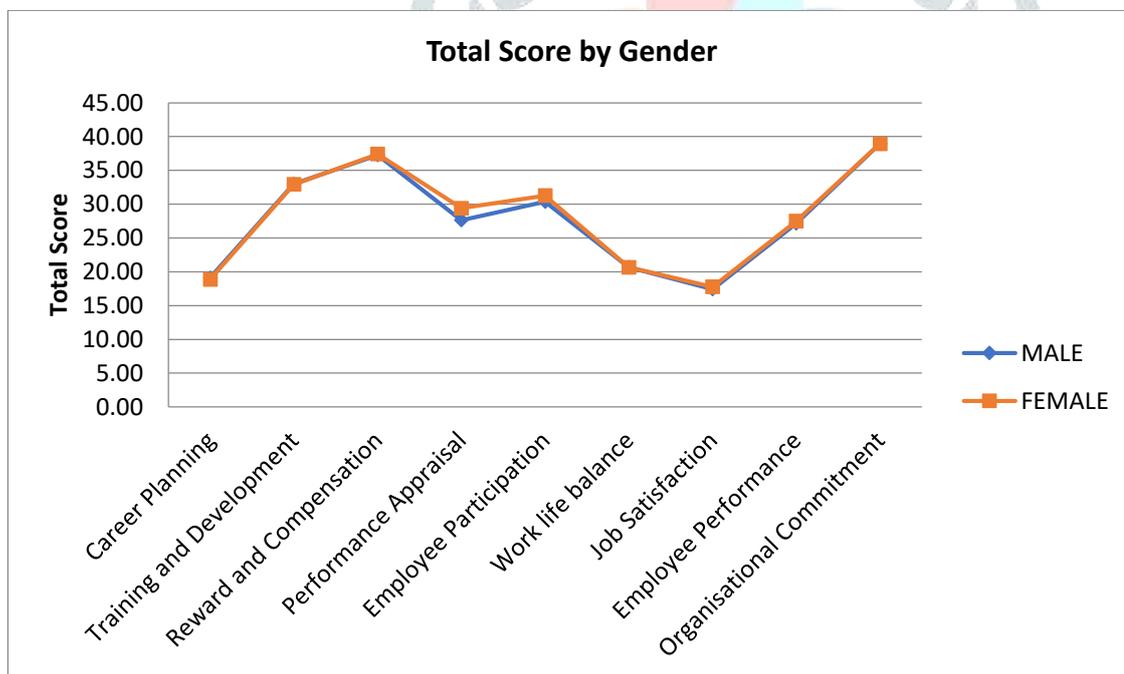


Figure 1: Total score as per Gender

Table 2.2 T test for dimensions as per Job Position of the respondents

Dimension	Group	N	Total score	t	df	P-Value
Career Planning	Managerial	200	18.915	0.615	398	0.539
	Non-Managerial	200	19.17			
	Managerial	200	32.845	0.592	398	0.554

Training and Development	Non-Managerial	200	33.125			
Reward and Compensation	Managerial	200	36.585	2.068	398	0.039*
	Non-Managerial	200	38.035			
Performance Appraisal	Managerial	200	28.145	0.04	398	0.968
	Non-Managerial	200	28.12			
Employee Participation	Managerial	200	29.83	3.557	398	0.000**
	Non-Managerial	200	31.44			
Work life balance	Managerial	200	20.185	2.359	398	0.019*
	Non-Managerial	200	21.15			
Job Satisfaction	Managerial	200	17.295	2.128	398	0.034*
	Non-Managerial	200	17.785			
Employee Performance	Managerial	200	26.97	1.36	398	0.175
	Non-Managerial	200	27.54			
Organisational Commitment	Managerial	200	38.39	2.019	398	0.044*
	Non-Managerial	200	39.51			

H02- Respondents belonging to different job position (managerial and non-managerial) do not differ with respect to career planning, training and development, rewards and compensation, performance appraisal, employee participation, worklife balance, job satisfaction, employee performance and organizational commitment.

This was tested by applying independent 't' test statistics. Summary of the 't' test presented in table 2.2 indicates that for the dimensions, reward and compensation, work life balance, job satisfaction and organizational commitment is found to be significant as $p < 0.05$ and also for employee participation as $p < 0.01$. Therefore, differences exist among managerial and non-managerial job position on the aforesaid dimensions. With respect to the dimensions career planning, training and development, performance appraisal and employee performance differences of opinion does not exist as $p > 0.05$. Comparing the overall score indicates that the perception of job position is higher in non-managerial employees with respect to the dimensions of career planning (19.17), training and development (33.12), rewards and compensation (38.03), employee participation (31.44), worklife balance (21.15), employee performance (27.54) and organizational commitment(39.51).

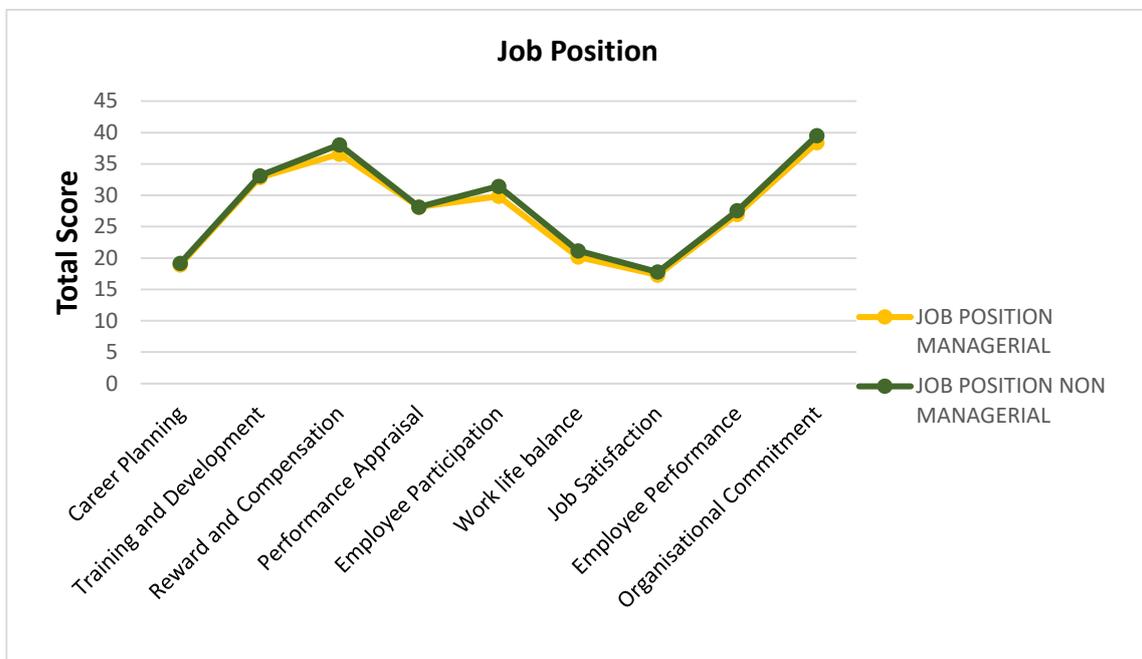


Figure 2: Total score as per Job Position

Table 2.3- T test for dimensions as per level of Education

Dimension	Group	N	Total score	t	df	P-Value
Career Planning	UG	176	18.767	1.179	398	0.239
	PG	224	19.2589			
Training and Development	UG	176	32.8068	0.668	398	0.504
	PG	224	33.125			
Reward and Compensation	UG	176	36.5739	1.860	398	0.064
	PG	224	37.8884			
Performance Appraisal	UG	176	27.5682	1.600	398	0.110
	PG	224	28.5759			
Employee Participation	UG	176	30.6307	0.017	398	0.987
	PG	224	30.6384			
Work life balance	UG	176	20.5739	0.403	398	0.687
	PG	224	20.7411			
Job Satisfaction	UG	176	17.3352	1.573	398	0.117
	PG	224	17.7009			
Employee Performance	UG	176	26.9205	1.415	398	0.158
	PG	224	27.5179			
Organisational Commitment	UG	176	38.1136	2.683	398	0.008*
	PG	224	39.6071			

H03- Respondents belonging to different levels of education do not differ with respect to career planning, training and development, rewards and compensation, performance appraisal, employee participation, worklife balance, job satisfaction, employee performance and organizational commitment.

This was tested by applying independent 't' test statistics. Summary of the 't' test presented in table 2.3 indicates that the dimension organizational commitment is found to be significant as $p < 0,05$ which shows that differences exist among educational level in terms of post graduate and undergraduate. Differences of opinion was not found among under graduate and post graduate with respect to the dimensions career planning, training and development, rewards and compensation, performance appraisal, work life balance, job satisfaction and

employee performance. Comparison of total score obtained indicates that employees with postgraduate level shows higher perception for all the dimensions including career planning (19.25), training and development (33.12), rewards and compensation (37.88), performance appraisal (28.567), employee participation (30.63), work life balance (20.74), job satisfaction (17.70), employee performance (27.51) and organizational commitment (39.60) as compared to employees with undergraduate level.

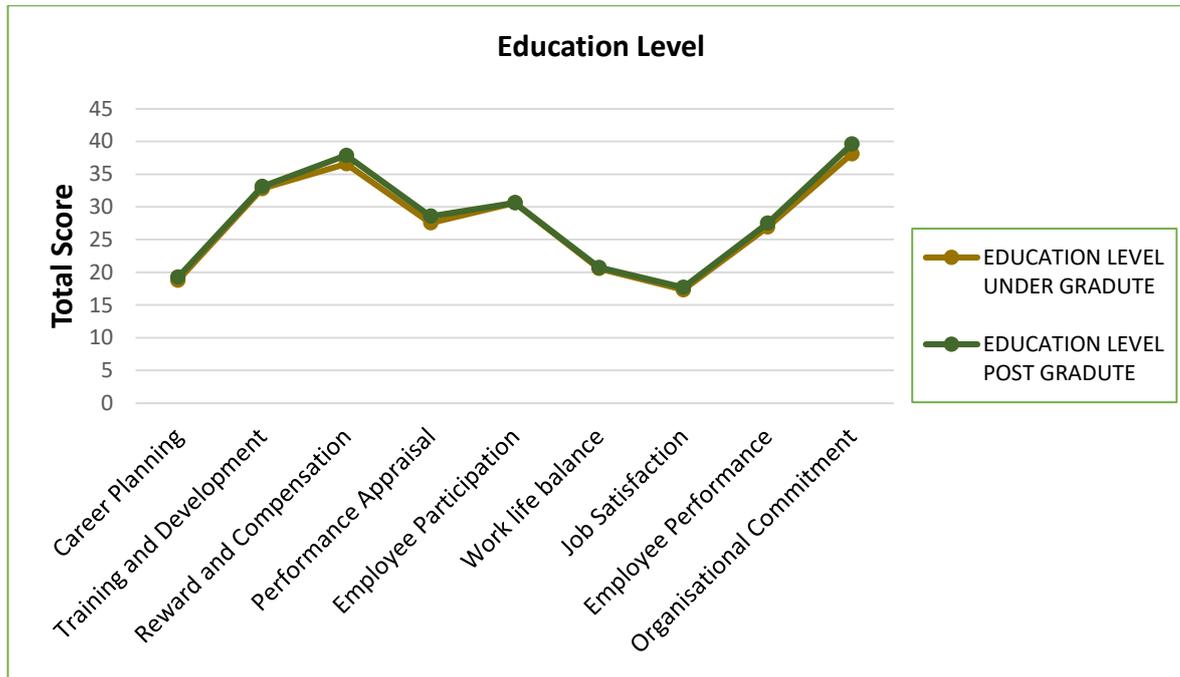


Figure 3: Total score as per level of Education

Table 2.4- T test for dimensions as per the Age of the respondents

Dimension	Group	N	Mean	f	df	P-Value
Career Planning	21 to 30	159	19.1384	3.862	396	0.01*
	31 to 40	181	18.4862			
	41 to 50	34	20.9118			
	Above 50 Year	26	19.8846			
Training and Development	21 to 30	159	33.1132	1.53	396	0.206
	31 to 40	181	32.5967			
	41 to 50	34	34.4412			
	Above 50 Year	26	33			
Reward and Compensation	21 to 30	159	37.8553	5.433	396	0.001**
	31 to 40	181	35.9669			
	41 to 50	34	39.8824			
	Above 50 Year	26	39.9615			
Performance Appraisal	21 to 30	159	29.1761	3.028	396	0.029*
	31 to 40	181	27.1492			
	41 to 50	34	28.4118			
	Above 50 Year	26	28.2308			
Employee Participation	21 to 30	159	31.3962	4.086	396	0.007*
	31 to 40	181	29.7624			
	41 to 50	34	31.2647			

	Above 50 Year	26	31.2308			
Work life balance	21 to 30	159	20.9308	2.765	396	0.042*
	31 to 40	181	20.221			
	41 to 50	34	22.2353			
	Above 50 Year	26	20.1154			
Job Satisfaction	21 to 30	159	17.4403	1.998	396	0.114
	31 to 40	181	17.4088			
	41 to 50	34	18.0882			
	Above 50 Year	26	18.3462			
Employee Performance	21 to 30	159	27.7421	4.214	396	0.006*
	31 to 40	181	26.5028			
	41 to 50	34	28.7353			
	Above 50 Year	26	27.5769			
Organisational Commitment	21 to 30	159	39.1572	2.998	396	0.031*
	31 to 40	181	38.232			
	41 to 50	34	40.0882			
	Above 50 Year	26	41.1923			

H04- Respondents belonging to different age groups do not differ with respect to career planning, training and development, rewards and compensation, performance appraisal, employee participation, work life balance, job satisfaction, employee performance and organizational commitment.

This was tested by applying one-way ANOVA test. Summary of the ANOVA test presented in table 2.4 indicates that the dimensions career planning, performance appraisal, employee participation, work life balance and organizational commitment is found significant as the $p < 0.05$. This shows that differences exist among the various age groups for the aforesaid dimensions. Rewards and compensation is also significant as the $p < 0.01$. The differences in opinion among various age group does not exist in respect with the dimension training & development and job satisfaction as the $p > 0.05$. the mean value is highest for the age group between 41-50 years which shows better perception on the dimensions of career planning (20.91), training and development (34.44), rewards and compensation (39.96), work life balance (22.23), job satisfaction (28.73), employee performance (28.73) and organizational commitment (40.08) as compared with the total score for the age group 21-30 years with the dimension's performance appraisal (29.17) and employee participation (31.39)

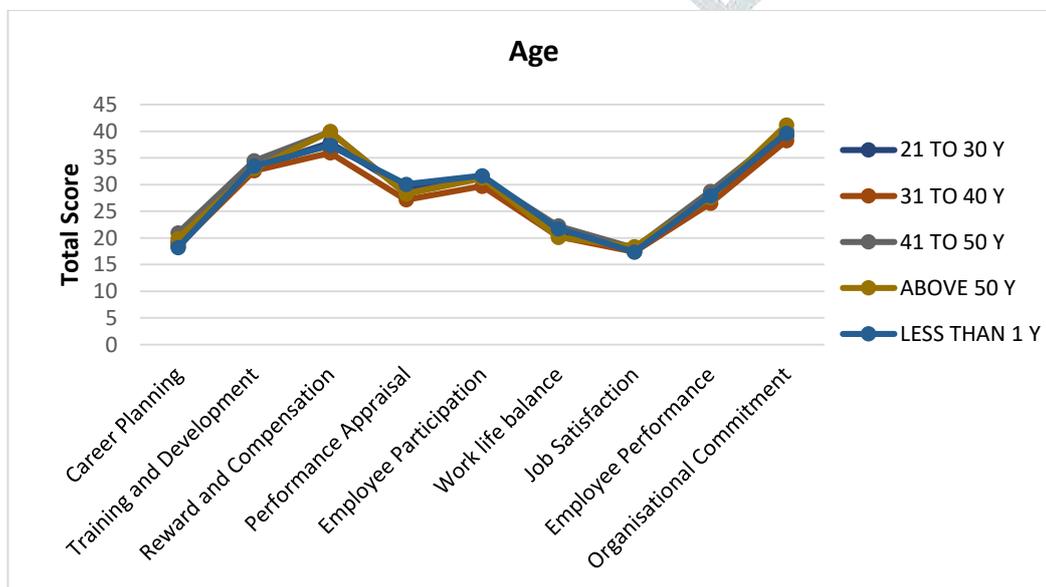


Figure 4 Total score as per Age

Table 2.5 F-test for the dimension as per the Banking Experience of respondents

Dimension	Group	N	Mean	f	df	P-Value
Career Planning	<1 Year	44	18.1818	1.995	396	0.114
	1 TO 5 Year	199	19.1910			
	6 TO 10 Year	91	18.5495			
	>10 Year	66	19.8485			
Training and Development	<1 Year	44	33.4545	1.07	396	0.362
	1 TO 5 Year	199	32.5678			
	6 TO 10 Year	91	33.2747			
	>10 Year	66	33.5303			
Reward and Compensation	<1 Year	44	37.3182	3.62	396	0.013*
	1 TO 5 Year	199	36.9045			
	6 TO 10 Year	91	36.3736			
	>10 Year	66	39.8182			
Performance Appraisal	<1 Year	44	30.0455	1.778	396	0.151
	1 TO 5 Year	199	27.7136			
	6 TO 10 Year	91	27.8901			
	>10 Year	66	28.4545			
Employee Participation	<1 Year	44	31.6818	3.148	396	0.025*
	1 TO 5 Year	199	30.6281			
	6 TO 10 Year	91	29.5604			
	>10 Year	66	31.4394			
Work life balance	<1 Year	44	21.7273	3.967	396	0.008*
	1 TO 5 Year	199	20.8392			
	6 TO 10 Year	91	19.4725			
	>10 Year	66	21.0909			
Job Satisfaction	<1 Year	44	17.3636	3.067	396	0.028*
	1 TO 5 Year	199	17.3317			
	6 TO 10 Year	91	17.5275			
	>10 Year	66	18.303			
Employee Performance	<1 Year	44	27.9091	3.01	396	0.030*
	1 TO 5 Year	199	27.0302			
	6 TO 10 Year	91	26.5934			
	>10 Year	66	28.4091			
Organisational Commitment	<1 Year	44	39.6364	2.549	396	0.055
	1 TO 5 Year	199	38.3317			
	6 TO 10 Year	91	38.9231			
	>10 Year	66	40.3939			

H05- Respondents belonging to banking experience do not differ with respect to career planning, training and development, rewards and compensation, performance appraisal, employee participation, work life balance, job satisfaction, employee performance and organizational commitment.

This was tested by applying one way ANOVA test. Summary of the ANOVA test represented in the table 2.5 indicates that the dimensions rewards and compensation, employee participation, job satisfaction and employee performance is found significant as the $p < 0.05$. For the dimension work life balance is $p < 0.01$. This shows that differences exist among the respondents belonging to different banking experience on the said dimensions. However, the differences in opinion regarding banking experience does not occur with respect to the dimensions

of career planning, training and development, performance appraisal and organizational commitment where the $p > 0.05$. The total score is highest for the respondents having banking experience more than 10 years that shows better perception on the dimensions of career planning (19.84), training and development (33.53), rewards and compensation (39.81), job satisfaction (18.30), employee performance (28.40) and organizational commitment (40.39) whereas total score is high for the banking experience less than one year as with the dimensions employee participation (31.68), performance appraisal (30.04) and work life balance (27.72).

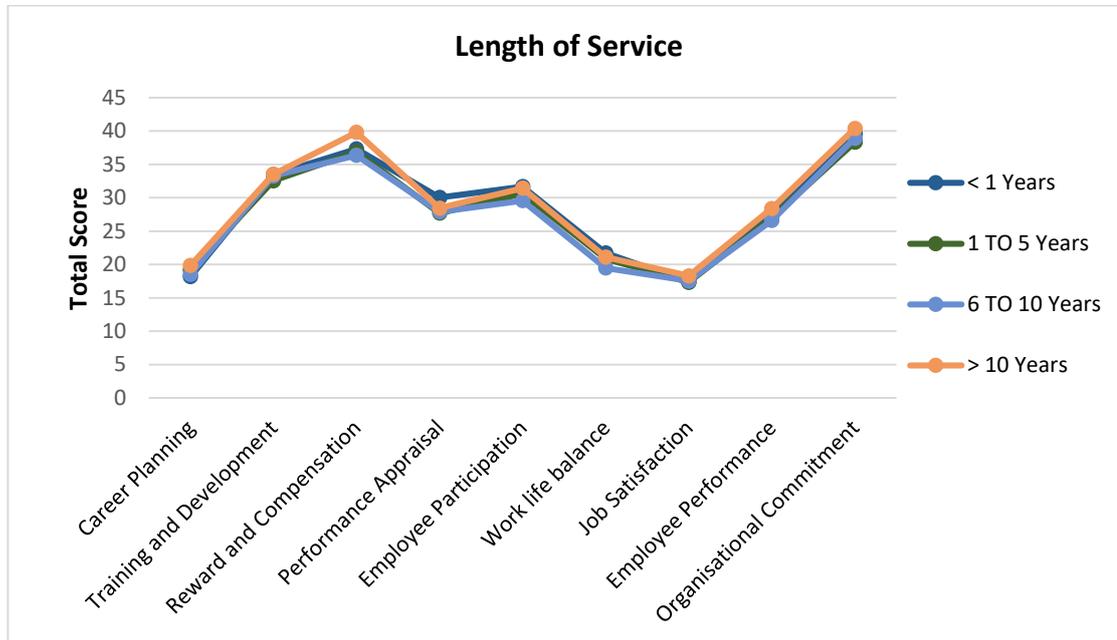


Figure 5 Total score as per Length of service in bank

Table 2.6 F-test for the dimension as per Total Experience by respondents

Dimension	Group	N	Mean	f	df	P-Value
Career Planning	<1 Year	62	15.177	17.046	394	0.000**
	1-5 Year	174	19.183			
	6-10 Year	105	20.295			
	11-15 Year	23	20.478			
	16-20 Year	16	20.000			
	>20 Year	20	20.800			
Training and Development	<1 Year	62	33.612	2.152	394	0.059
	1-5 Year	174	32.247			
	6-10 Year	105	33.495			
	11-15 Year	23	33.260			
	16-20 Year	16	32.312			
	>20 Year	20	35.000			
Reward and Compensation	<1 Year	62	32.403	13.131	394	0.000*
	1-5 Year	174	37.293			
	6-10 Year	105	38.171			
	11-15 Year	23	41.869			
	16-20 Year	16	36.562			
	>20 Year	20	43.500			
Performance Appraisal	<1 Year	62	29.403	1.407	394	0.221
	1-5 Year	174	27.787			
	6-10 Year	105	27.419			

	11-15 Year	23	29.652			
	16-20 Year	16	27.625			
	>20 Year	20	29.600			
Employee Participation	<1 Year	62	30.677	0.868	394	0.503
	1-5 Year	174	30.695			
	6-10 Year	105	30.400			
	11-15 Year	23	31.826			
	16-20 Year	16	28.937			
	>20 Year	20	31.200			
Work life balance	<1 Year	62	21.596	1.495	394	0.19
	1-5 Year	174	20.563			
	6-10 Year	105	20.742			
	11-15 Year	23	19.869			
	16-20 Year	16	18.812			
	>20 Year	20	20.700			
Job Satisfaction	<1 Year	62	17.161	8.237	394	0.000*
	1-5 Year	174	17.229			
	6-10 Year	105	17.857			
	11-15 Year	23	18.130			
	16-20 Year	16	16.250			
Employee Performance	>20 Year	20	20.100	2.714	394	0.02*
	<1 Year	62	27.161			
	1-5 Year	174	26.879			
	6-10 Year	105	27.314			
	11-15 Year	23	29.087			
	16-20 Year	16	25.875			
Organisational Commitment	>20 Year	20	29.500	1.817	394	0.108
	<1 Year	62	38.321			
	1-5 Year	174	38.571			
	6-10 Year	105	40.739			
	11-15 Year	23	39.750			
	16-20 Year	16	39.900			

H06- Respondents belonging to various categories of total experience do not differ with respect to career planning, training and development, rewards and compensation, performance appraisal, employee participation, work life balance, job satisfaction, employee performance and organizational commitment.

This was tested by applying one way ANOVA test. Summary of the ANOVA test presented in the table 2.6 indicates that the dimensions rewards and compensation, employee performance, is found significant as the $p < 0.05$ and also career planning, reward and compensation and job satisfaction is significant as $p < 0.01$. This shows that differences exist among the respondents with various categories of total experience. However, the differences in opinion regarding banking experience does not exist in respect with the dimensions of training and development, performance appraisal, employee participation, work life balance and organizational commitment where the $p > 0.05$. The total score is highest for the respondents having total experience between 11-15 years that shows better perception on the dimensions of career planning (20.47), performance appraisal (29.65), employee participation (31.82), and organizational commitment (40.73) whereas mean value is high for more than 20 years with the dimensions of training and development (35.00), rewards and compensation (43.50), job satisfaction (20.10) and employee performance (29.50) and least for less than one year for the dimension worklife balance (21.59).

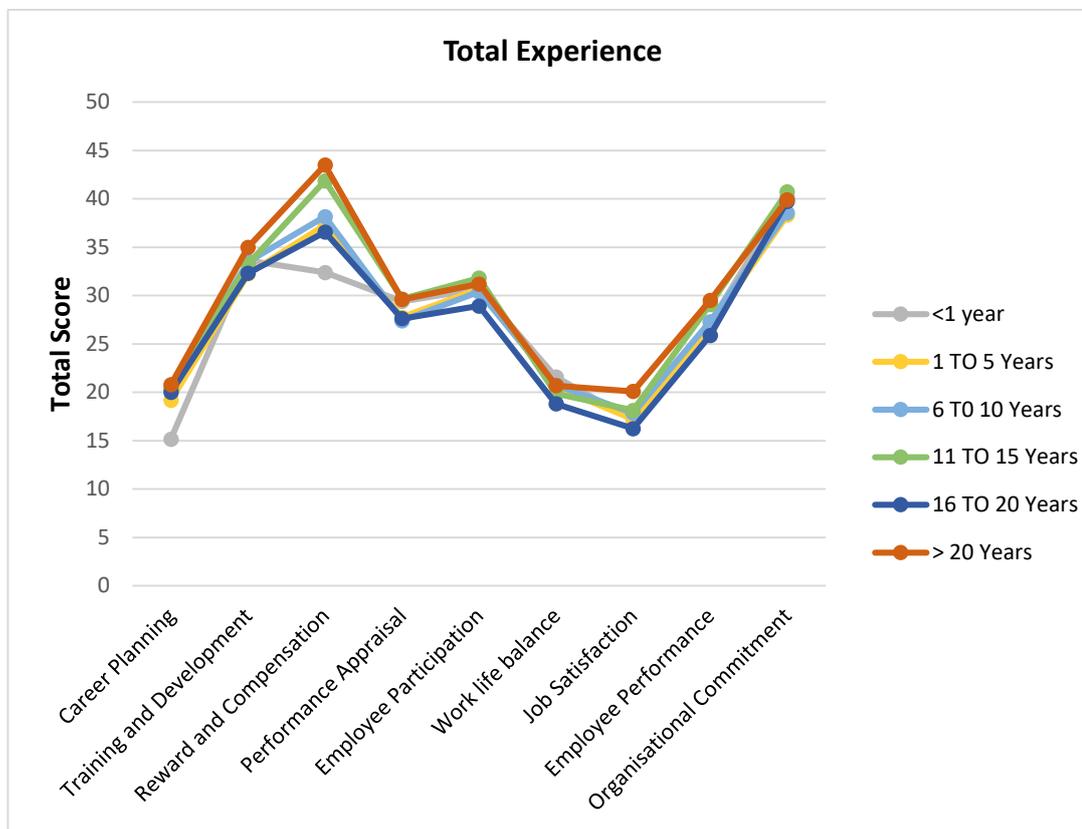


Figure 6 Total score as per Total Experience of respondents

Table 2.7 F-test for the dimensions as per Type of Bank

Dimension	Group	N	Mean	t	df	P-Value
Career Planning	Public	200	19.480	2.121	398	0.035*
	Private	200	18.605			
Training and Development	Public	200	33.585	2.558	398	0.011*
	Private	200	32.385			
Reward and Compensation	Public	200	37.765	1.294	398	0.196
	Private	200	36.855			
Performance Appraisal	Public	200	28.230	0.311	398	0.756
	Private	200	28.035			
Employee Participation	Public	200	30.585	0.217	398	0.828
	Private	200	30.685			
Work life balance	Public	200	20.725	0.279	398	0.780
	Private	200	20.610			
Job Satisfaction	Public	200	17.520	0.173	398	0.863
	Private	200	17.560			
Employee Performance	Public	200	27.485	1.096	398	0.274
	Private	200	27.025			
Organisational Commitment	Public	200	39.035	0.305	398	0.761
	Private	200	38.865			

H07- Respondents belonging to different bank type (public and private) do not differ with respect to career planning, training & development, rewards & compensation, performance appraisal, employee participation, work life balance, job satisfaction, employee performance and organizational commitment.

This was tested by applying independent 't' test statistics. Summary of the 't' test represented in table 2.7 indicates that the dimensions career planning and training and development is found to be significant as $p < 0.05$

which shows that differences exist among public sector and private sector banks on the aforesaid dimension. Differences of opinion was not found among employees working under the public and private sector banks with respect to the dimensions rewards and compensation, performance appraisal, work life balance, job satisfaction, employee performance and organizational commitment. The comparisons of obtained score is highest for the employee's working in public sector for the dimensions including career planning (19.48), training and development (33.58), rewards and compensation (37.76), performance appraisal (28.23), work life balance (20.72), employee performance (27.48) and organizational commitment (39.03) where as it is higher for the dimension employee participation (30.58) and job satisfaction (17.52) for the employees working in private sector banks.

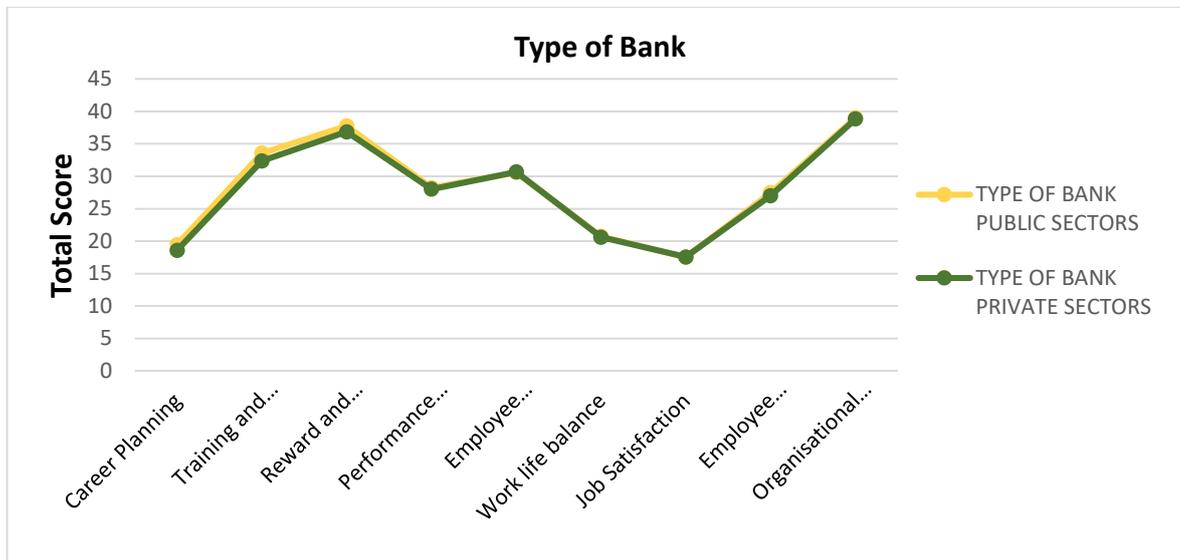


Figure 7 : Total score of dimensions as per Type of Bank (Public and Private)

DISCUSSION AND CONCLUSION

The present study looked upon the differences of opinion among the employee of the public and private sector banks regarding human resource management practices, employee performance and organizational commitment on the basis of demographic variables. Differences of opinion is found on the basis of gender which indicates that male perception is higher for the dimension of career planning, training and development and organisational commitment whereas female perception is higher for the dimension rewards and compensation, performance appraisal, job satisfaction, employee participation and employee performance. Thus, it can be concluded that male employees in banks are more career focused and highly committed towards organization with higher perception on need for training and development. Female employees view and aim for more reward-based performance outcome, like to work as team with participation, oriented more towards employee performance and are highly satisfied with their jobs. The findings are consistent with the previous studies (Olcum Cetin, 2006; Qiao, et al., 2009; Mohsin Bashir, et al., 2011; Rahman, et al. 2012). The results of the study shows that the perception of job position is higher in non-managerial employees with respect to the dimensions career planning, training and development, rewards and compensation, employee participation, work life balance, job satisfaction, employee performance and organisational commitment. Thus, it can be concluded that non managerial level employees are more career focused, identify better training and development opportunities, strive for more reward-based outcomes and are participative. employees with higher qualification are more

oriented towards their career, have better perception on identification of training and development needs with focus on rewards and compensation-based activities and appraisal of performance. The study also concludes that employees with higher qualification are more oriented towards their career, have better perception on identification of training and development needs with focus on rewards and compensation-based activities and appraisal of performance. Thus, it can be concluded that employees working in public sector banks are more career focused with higher insights on training and development needs, aims towards reward-based performance outcomes, proficient enough to handle their personal life and professional life and more committed towards their organisation whereas employees working in private sector banks are more participative in nature and highly satisfied with their jobs. The findings of the study are consistent with the previous literature (Boyne et al., 1999; Nazrul et al., 2009).

MANAGERIAL IMPLICATIONS AND DIRECTIONS FOR FUTURE RESEARCH

This study provides a comprehensive idea to the practitioners to concentrate on some of the important human resource management practices for improving the performance and commitment levels considering the demographic variables. Further this study provides greater insights to the HR professionals to make improvements in their process while linking the human resource management practices with employee performance and organizational commitment. Future research can be done in other sectors with different human resource management practices.

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