

# Career Development and Employee Satisfaction in 'A' Graded Commercial Bank of Nepal

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## **Abstract:**

*This paper analyzes the level of employee's career among job holders of commercial banks along with the contemplation of gender, age and different factors. Different commercial banks are preferred during the study. Human resource is assumed to be the most important part of any organization like bank, hospital or any organization and career is linked with not only single organization but all the sectors of the organization. Human resource development is assumed as a considerable importance in the recent years, in business organization or a bank or an office, the development of human resource is necessary for its efficient and effective working. In an evolutionary process of developing economy struggles to conquer higher level of living it can hardly overlook the need of developing its human resources to meet the new technology of raising the quality of employees. On the other hand, managerial effectiveness is a vital element of an organization. An Organization's functions and its effectiveness is influenced by the managerial effectiveness in that organization. If a manager is able to recognize his/her own strength and weakness, understand the requirements of his/her job well, uses his/her own strengths and overcomes weaknesses through continuous learning on the job, he/she may be considered effective. Liberalization is not only triggered changes in the whole economy, including the banking sector, but is also thrown up challenges for banks, in general, public sector banks, and in particular. The main element of human resource development in the business process evolution, post-liberalization, is given a strategic telescopic focus is subject to debate. The career development of employee in bank is associated with different job duty, clear opportunity; different career development programs due to which career development is in progressive condition. Giving rights to the employees and support from the higher level management to the lower level is also the main task for career development programs to enhance their productivity. Skills, ability, knowledge, education and so on are the main important factors of career developing process of employees.*

**Key Words:** Career, Commercial Bank

## **Introduction**

Commercial banks are an organization which normally performs certain financial transactions. For analyzing financial transactions human resource of that organization must be perfect. So, career oriented commercial bank is the necessity for extending financial transactions. Career of bank is associated with everyone, regardless of race, gender, national origin, age or physical capabilities. Banks needs employee who is interested in learning and working. Ability and approach are essential to every employee's success. To the individual seeking expansion and challenge and are willing to accept responsibility, banks will be interested in you. Bank employees are typically very well organized and have strong skills. Employer must have good message skills, are excellent at dealing with people, and are service-oriented. The success of the bank is due to the devotion and skill of its people. To work in any aspect of banking can be very satisfying and rewarding. The banks must hire and train talented, motivated, resource oriented people to compete with all

the commercial bank. The main success on banks depends on the knowledge skills and obligation towards bank and skills for developing knowledge with positive attitude, and capability to work well with others and become accustomed to change. Management of career is a further generally mentioned precursor of development of the career. Once people have organized their career objectives, they require abilities, competencies and principles to perform their career objectives with appropriate Management of career methods. The main career development in bank for career development programs is associated with assigning different job duty with rotation, clear communication system, different career oriented programs associated with bank, clear mission, vision, different kinds of training programs, good presentation skills, good learning environment etc. Commitment towards job for career is another result of career growth environment. The employees joined the organization for developing career and enhancing endeavors for their promotion.

### Hypothesis

**Ho** – “A” graded commercial bank has significant impact on employee’s satisfaction. It is often said that “A happy employee is a productive employee.” Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. Though it is debatable point as to which one is the cause and which one is the effect, but there are correlated to each other. It is often said that “A happy employee is a productive employee.” Job satisfaction is very important because most of the people spend a major portion of their life at their working place. Moreover, job satisfaction has its impact on the general life of the employees also, because a satisfied employee is a contented and happy human being. A highly satisfied worker has better physical and mental well-being. Though it is debatable point as to which one is the cause and which one is the effect, but there are correlated to each other.

### Literature Review

It was analyzed that there is significant positive relationship between training perception and effective commitment, and significant negative relationship between effective commitments with employee turnover. It means that availability of training and development programs shows care from the organizations for their employees, giving opportunity to their employees to learn and develop their career goals (Ashar, 2013). (Bajaj, 2012) Examined the impact of HRM practices on employee satisfaction among the employees of the branches of ICIC Bank, AXIS Bank and HDFC bank in the Haryana state. It was concluded that retention is very important and could be done through the employee job satisfaction, better policies of the organization like, work life balance, supervisor support, and proper incentives, benefit policies, good working conditions and opportunities to providing them training and development to enhance their skills. The study research gap was demonstrated by lack of empirical studies on reward management practices that affect retention of employees in the hotel industry in Kenya. Empirical studies (Kimunge) were inadequate as they concentrated on other sectors. (ENSS, 2012) Indicates that too often managers misunderstand the

behavior of employees because they tend to rely on their own perception of situation and forget that employees' perception may be different. Perception happens in one of five ways, you see something with your eye, smell something with your nose, hear something with your ears, feel something with your tongue. Because there is an overabundance of stimulation hitting your senses in every moment, most sensations will be filtered out.

### **Theoretical framework**

The concept of job satisfaction has been defined in many ways. However, the most-used definition of job satisfaction in organizational research is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." The main premise of this concept is that satisfaction is determined by a discrepancy between what one's expectations and actual experiences from his/her job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren't met. Some authors emphasize value fulfillment rather than expectation. They maintain that an unexpected promotion or an unexpected raise in salary may satisfy one, while one might be dissatisfied about an expected dismissal. When a person values a particular facet of a job, his satisfaction is more greatly affected both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn't value that facet. Job satisfaction is a result of employees perception of how well their job provides those things that are viewed as important. An analysis in this regard indicates that value and expectations coincide, as one tends to confine what one values on the job to what one has some expectation of achieving.

### **Research Methodology**

- **Data Collection**

Primary data was used in this study. A structured questionnaire will be used for purposes of data collection. The questionnaire will consist of Likert Types questions. Likert scale survey questions are essential in measuring a respondent's opinion or attitude towards a given subject. Likert Scale is typically a five. Organizational psychologist Rensis Likert developed the Likert Scale in order to assess the level of agreement or disagreement of a symmetric agree-disagree scale.

- **Data Analysis and Interpretation**

- **Demographic Analysis**

The study uses the data collected from the questionnaire by administering to the respondents. It is presuming that there are certain factors that manipulate career development and employee satisfaction in commercial bank. Employees' satisfaction level and career towards bank has been examined as the possible consequences of those influencing factors. Finally, relationships between job satisfaction and other variables like – gender, age and years of experience have been measured by numerical findings using appropriate parameters. Descriptive analysis and chi square analysis has been used to design have been used for the research.

### Cronbach's Alpha: Reliability Statistics

To check the internal reliability of the instrument, Cronbach's alpha was run. The value of Cronbach's Alpha comes to 0.868 which is above the standard value proposed by (Nummally, 1978) of 0.70 this shows that our instrument is reliable and we can confidently apply different statistical tests and interpret the results with confidence.

S.No	No of Items	Items Dropped	Cronbach's Alpha	Indicator
	40	0	0.868	High

Table No 1

#### I am satisfied with working on different job duty as there is job rotation provision

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		ExtremelyDisagree(5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	2	66.67	12	100	10	100	4	80	0	0
31-40	1	33.33	0	0	0	0	1	20	0	0
Total	3	100	12	100	10	100	5	100	0	0

**Interpretation:** In any organization Job rotation is the managerial approach to assign jobs by shafting employee to different department for enhancing the jobs of employee. In order to test skills of employee skills and planned to shift them to proper place job rotation is necessary in the organization which is important provision of assigning jobs to employee. The maximum number with job satisfaction is in agree condition between age group 21-30. No one disagree with job rotation system for career development.

Table No 2

#### I got chance to build my career in my bank as there is no nepotism and favoritism

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	0	0	15	100	4	80	0	0	0	0
31-40	0	0	0	0	1	20	0	0	0	0
Total	0	0	15	100	5	100	0	0	0	0

**Interpretation:** 15 people are agreed that there is clear concept regarding career development process to build my career in my bank as there is no nepotism and favoritism. Job satisfaction with career opportunity is found in bank.

Table no 3

## The communication is clear regarding my career opportunity

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	2	66.67	9	90	15	100	1	100	1	100
31-40	1	33.33	1	10	0	0	0	0	0	0
Total	3	100	10	100	15	100	1	100	1	100

**Interpretation:** Effective communication sounds like it should be natural. The recent study shows that 15 people between age group 21-30 are clear regarding career opportunity in banking sector. Few only 1 is extremely disagree with the better communication in bank is unclear. The study shows that there is clear communication exists among A graded commercial bank for career opportunity for developing career.

Table No 4

## Different career development programs are organized in my bank

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	4	80	21	95.45	3	100	0	0	0	0
31-40	1	20	1	4.54	0	0	0	0	0	0
Total	5	100	22	100	3	100	0	0	0	0

**Interpretation:** The concept of career development programs at A graded commercial bank is in better condition. Age group between 21-30 agreed that the different kinds of career development programs are held by A graded commercial bank for career opportunity. 95.45% of the are satisfies with career development program at A graded commercial Bank.

Table No 5

## I gain confidence level to improve working performance in my bank

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree(5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	9	81.81	16	100	2	100	1	100	0	0
31-40	2	18.18	0	0	0	0	0	0	0	0
Total	11	100	16	100	2	100	1	100	0	100

**Interpretation:** Human resource management is a modern system management of human energy physical strength and competencies. Career development is a part of human resource system. 81.81% of the employee gain confidence by working at "A" graded commercial bank.

**Table No 6**

Due to the relevant promotion system in my bank, I can increase career in my field of education and experience

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	9	81.81	16	100	2	100	1	100	0	0
31-40	2	18.18	0	0	0	0	0	0	0	0
Total	11	100	16	100	2	100	1	100	0	0

**Interpretation:** The promotion systems affect almost all aspects of organizational lives. Due to promotion systems at bank everyone can increase performance and it will develop the career in the field of education. So, the above study shows the condition of A graded commercial bank in Kathmandu agreed the career development process of commercial bank. Age group from 21-30 youngest people is agree with the system of promotion at A graded commercial bank.

**Table No 7**

Training programs helps me in developing my career.

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	4	80	16	100	2	100	1	100	0	0
31-40	1	20	0	0	0	0	0	0	0	0
Total	5	100	16	100	2	100	1	100	0	100

**Interpretation:** Training and Development is a subsystem of an organization which emphasize on the improvement of the performance of individuals and groups. Training is also called an enlightening process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of the employees. To improve company competent training of employees must be necessary so that their skills & knowledge development will help to grow the company.

**Table No 8**

I have good career path in my working field.

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	4	80	19	95	5	100	0	0	0	0
31-40	1	20	1	5	0	0	0	0	0	0
Total	5	100	20	100	5	100	0	0	0	0

**Interpretation:** A career path is composed of a sequence of jobs that make up your career plan. Career paths and career plans may sound like the same thing, but they're not. A career plan includes short-term or long-term goals leading to an ideal career, while a career path specifically includes the jobs that step an individual towards his or her goals and objectives.



**Table No 9**

I am able to perform good presentation skill.

Age Group	Extremely Agree(1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree(5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	3	75	12	92.30	12	100	0	0	0	0
31-40	1	25	1	7.69	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>100</b>	<b>13</b>	<b>100</b>	<b>12</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Interpretation:** Presenting information clearly and effectively is a key skill in getting your message across.

Today, presentation skills are required in almost every field, and most of us are required to give presentations on occasions. While some people take this in their stride, others find it much more challenging.

**Table No 10**

I am well qualified with my assigned responsibility

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree(5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	4	44.45	3	75	2	66.67	0	0	0	0
31-40	5	55.55	1	25	1	33.33	0	0	1	100
Total	<b>9</b>	<b>100</b>	<b>4</b>	<b>100</b>	<b>3</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>100</b>

**Table No 11**

My bank holds psychological and development perspectives for individual careers

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	2	66.67	16	94.11	8	100	2	100	0	0
31-40	1	33.33	1	5.88	0	0	0	0	0	0
Total	<b>3</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>8</b>	<b>100</b>	<b>2</b>	<b>100</b>	<b>0</b>	<b>0</b>

**Interpretation:** The study of human behavior (Psychology) can be defined as the study of the human mind and how it informs behavior. Professions for psychologists are as diverse as human behaviors, ranging from counselors and clinical researchers to criminal profilers. Making career decisions is never easy, but the following guide is designed to assist aspiring psychologists by discussing industry basics, degree paths, primary responsibilities, and skills shared by all psychology professionals. Anyone interested in psychology can use the information provided as a starting point to see if the career options contained within this field are right for them.

Table No 12

This banking career enables me to gain good learning platform and experiences

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree(5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	3	75	10	100	11	91.66	4	100	0	0
31-40	1	25	0	0	1	8.33	0	0	1	100
Total	4	100	10	100	12	100	4	100	1	100

**Interpretation:** A Learning Platform is an integrated set of interactive online services that provides the teachers, learners, parents and others involved in education with information, tools and resources to support and enhance educational delivery and management. A Learning Platform is a comprehensive system enabling secure, web-based training and e-learning solution that employs a simple and intuitive user interface.

Table No 13

I am self-motivated at my work

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree(5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	4	80	15	93.75	10	100	2	100	0	0
31-40	1	20	1	6.25	0	0	0	0	0	0
Total	5	100	16	100	10	100	2	100	0	0

#### Interpretation

Self-motivation is a power that drives us to keep moving ahead. It encourages continuous learning and success, whatever is the scenario. Self-motivation is a primary means of realizing our goals and progressing. It is basically related to our inventiveness in setting dynamic goals for ourselves, and our faith that we possess the required skills and competencies for achieving those challenging goals. We often feel the need for self-motivation. Agegroup between 21-30 agree with the self-motivation system of the organization.

Table No 14

My boss supports me for my career growth

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	7	87.52	17	94.44	0	0	0	0	0	0
31-40	1	12.48	1	5.55	0	0	0	0	0	0
Total	8	100	18	100	0	4	0	0	0	0

**Interpretation:** Human Resources Management is a complex field that makes significant contributions to the success of an organization, students develop a range of skills that are essential for successful employee-employer relations, including employee engagement, retention and labor relations. The analysis regards boss supports me for my career growth in banking career in A graded commercial bank is 17% between agegroup 21-30 are in favorable condition regards career development in commercial bank.



Table No 15

My bank provides support to provide student loan for my career.

Age Group	Extremely Agree (1)		Agree (2)		Neutral (3)		Disagree (4)		Extremely Disagree (5)	
	Freq	%	Freq	%	Freq	%	Freq	%	Freq	%
21-30	3	75	18	90	6	100	0	0	0	0
31-40	1	25	2	10	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>100</b>	<b>20</b>	<b>100</b>	<b>6</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Interpretation:** Loan is a secondary education loan provided by banks to different employees for post education associated with fees and tuition books and living expenses. 18 people with age-group 21-30 are in satisfactory condition as a necessity of loan by the A graded commercial bank for career development programs.

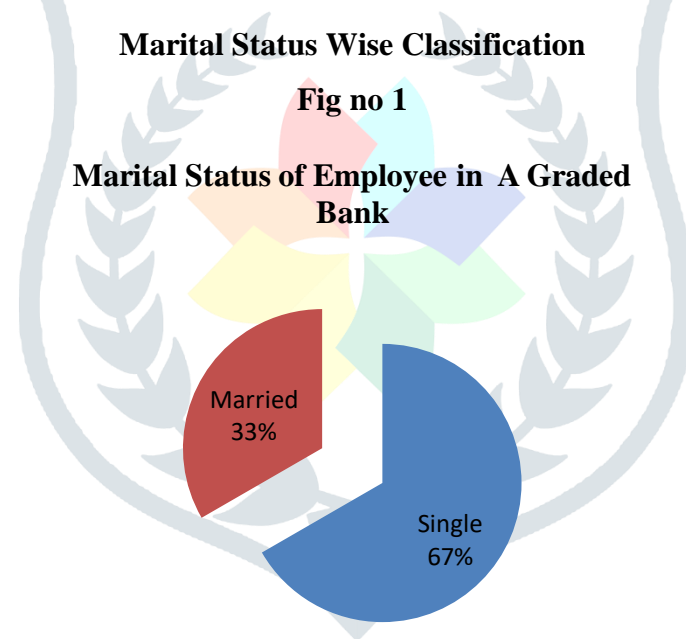
### Demographic Analysis

Marital Status	Frequency	%
Married	18	66.7
Single	9	33.3
<b>Total</b>	<b>25</b>	<b>100</b>

#### Marital Status Wise Classification

Fig no 1

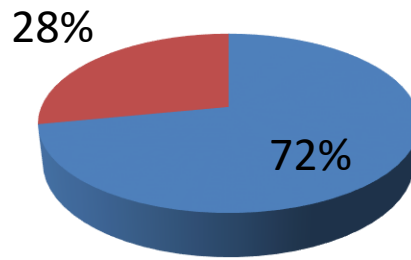
#### Marital Status of Employee in A Graded Bank



#### Sex wise Classification

Marital Status	Frequency	%
Male	20	51.28
Female	19	48.71
<b>Total</b>	<b>39</b>	<b>100</b>

### Sexwise Classification of A Graded Commercial Bank



**Career Planning:** Career planning is an essential requirement in each and every organization in the enhancement of skills and abilities of employees for the achievement firms' goals.



## Chi-Square Analysis

S.no	Career development practices	Chi Square	P value	Remarks
1.	I am satisfied with working on different job duty as there is job rotation provision.	6.429	0.035	We accept the hypothesis as Chi-Square value is 0.035 that is less than 0.05. Job rotation is the important factor for the organization.
2.	I got chance to build my career in my bank as there is no nepotism and favoritism.	2.679	0.026	We accept the hypothesis as Chi-Square value is 0.026 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
3.	The communication is clear regarding my career opportunity.	4.821	0.03	We accept the hypothesis as Chi-Square value is 0.03 that is less than 0.05. It shows that there is a clear communication regarding career opportunity.
4.	Different career development programs are organized in my bank.	1.802	0.04	We accept the hypothesis as Chi-Square value is 0.04 that is less than 0.05. It shows that there is confidence level to improve working performance of bank.
5	I gain confidence level to improve working performance in my bank.	3.701	0.03	We accept the hypothesis as Chi-Square value is 0.003 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career..
6.	Due to the relevant promotion system in my bank, I can increase career in my field of education and experience.	1.875	.02	We accept the hypothesis as Chi-Square value is 0.02 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
7.	Training programs helps me in developing my career.	3.750	.041	We accept the hypothesis as Chi-Square value is 0.041 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
8.	I have good career path in my working field.	3.111	0.245	We accept the hypothesis as Chi-Square value is 0.245 that is more than 0.05. It shows that there is no good career path in working field.
9.	I am able to perform good presentation skill.	4.160	.042	We accept the hypothesis as Chi-Square value is 0.042 that is less than 0.05. It shows that the presentation skill must be developed by bank to make good presentation skills.
10.	I am well qualified with my assigned responsibility.	3.214	.360	We accept the hypothesis as Chi-Square value is 0.360 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
11.	My bank holds psychological and development perspectives for individual careers.	2.532	.469	We accept the hypothesis as Chi-Square value is 0.469 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
12.	This banking career enables me to gain good learning platform and experiences.	6.897	.075	We reject the hypothesis as Chi-Square value is 0.075 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
13.	I am self-motivated at my work.	6.897	0.035	We accept the hypothesis as Chi-Square value is 0.035 that is less than 0.05. It shows that nepotism and favoritism has positive impact on employee's career.
14.	My boss supports me for my career growth.	0.759	.0200	We accept the hypothesis as Chi-Square value is 0.020 that is less than 0.05. It shows that has

				positive impact on employee's career.
15.	My bank provides support to provide student loan for my career.	1.071	.585	We reject the hypothesis as Chi-Square value is 0.585 that is more than 0.05. It shows there is no significance towards career oriented to provide student loan for career.

### Conclusion

It is understood that employees' "Career Development and employee satisfaction" is dependent on career development opportunities in their respective organizations in the banking sector like job rotation. It can be generally concluded that banking sector in Nepal is providing career development opportunities for the employees of Commercial Bank. Employees agreed they may leave their organization if they feel lack of career development activities. Commercial Banking sectors are practicing all career development activities as they want to increase employee's job satisfaction which eventually leads to higher work efficiency and productivity. The importance of this study can be viewed by two dimensions: theoretical contribution and practical implications. Theoretically: this study fills gap in the literature: that is exploring impact of career development on workforce satisfaction in private banks in Kathmandu. Therefore, the findings of this study would be added to the literature as it could help to the researchers for future studies. The study of career development program helps to career policy in Human Resource Management in the banking sector to design career development programs to increase employee job satisfaction. Given the cost implication and critical tendency of turnover to organizations it is important to identify the intention to leave the organization. The satisfaction strategies can be suggested to improve the organizations in order to satisfy employees.

Majority of employees were in favor regarding mentoring, counseling and coaching programs as they will undergo these activities they would be able to know and also discuss regarding their careers to enhance. And their steps to move forward would be easy throughout their career ladder. Hence to increase satisfaction, companies should focus on employee's career progression. There should be some career development programs in which management should discuss employer's career plans with them. Future research should include larger sample size to analyze the in-depth relationship. More cities must be added to increase scope of the study. Studies could be conducted on public banks to study if relationship differs in different setting. Researcher used quantitative research future researchers can take interviews to investigate the relationship further.

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