UNRAVELING THE NEXUS BETWEEN HRM PRACTICES AND JOB SATISFACTION: A SPECIALIZED INQUIRY INTO PUBLIC SECTOR BANKS OF THIRUVANANTHAPURAM DISTRICT

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Abstract

In this constantly evolving business landscape, enterprises encounter new challenges when acquiring and optimizing human resources. Human resources are considered valuable and scarce capabilities and serve as a competitive advantage over the long run. This study delves into the influence of HRM practices on job satisfaction among employees in the public sector banking sector in Thiruvananthapuram district, Kerala, namely State Bank of India, Punjab National Bank, and Bank of Baroda. Focusing on five HRM dimensions - Recruitment and Selection, Training and Development, Employee Participation, Rewards and Recognition, and Work-life Balance - the research draws data from 240 employees across three banks. Using SPSS 29 for correlation and regression analysis, the study identifies key HR practices that significantly impact job satisfaction. The findings offer valuable insights for developing effective HR strategies to enhance employee engagement and organizational performance in the competitive banking sector.

Keywords:- Banking industry, Competitive Advantage, Human Resources, HRM Practices, Job Satisfaction, SPSS.

*H*uman Resource Management (HRM) plays a vital role in organizational performance by influencing employee satisfaction, motivation, and commitment (Khera, 2010). In service-driven sectors such as banking, where human capital is pivotal, efficient HRM practices like recruitment, training, employee involvement, recognition, and work-life balance are indispensable.

These practices are essential for enhancing employee engagement and building a competitive edge. Job

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satisfaction - the emotional state resulting from an employee's job appraisal (Cherif, 2020) - is strongly impacted by how HRM is structured and delivered. With increasing operational and technological demands, organizations must prioritize policies that maintain employee motivation and satisfaction (Mizan et al., 2013).

This study explores the relationship between specific HRM practices and job satisfaction among employees of public sector banks in Thiruvananthapuram district - namely, State Bank of India, Punjab National Bank, and Bank of Baroda. As service-based institutions rely heavily on skilled personnel, understanding how HRM affects satisfaction is critical to organizational success (Ahmad & Schroeder, 2003; Mizan et al., 2013). The study's findings aim to assist HR professionals, policymakers, and scholars in refining strategies to improve employee well-being, performance, and retention in the public banking sector.

Theoretical Background

Human Resource Management

HRM is designed to align employee behavior with organizational objectives through coherent and consistent practices. A strong HRM system - characterized by clarity, consistency, and consensus - significantly contributes to firm performance (Bowen & Ostroff, 2004). As Gahlawat and Kundu (2019) suggest, organizations that effectively integrate their mission, values, and employee management can cultivate satisfaction and long-term success.

Job Satisfaction

Job satisfaction is a favorable emotional response an employee has towards their work, as described by Locke. It encompasses intrinsic factors (e.g., autonomy, recognition, purpose) and extrinsic elements (e.g., salary, benefits, promotion) (Byremo, 2015; Skelton et al., 2019). When organizations manage both dimensions effectively, employees experience greater engagement and lower turnover (Ahmad, 2018; Boamah et al., 2018; Ezzat & Ehab, 2018).

Literature Review

Extensive research highlights the importance of HRM practices in enhancing job satisfaction and organizational effectiveness. Huselid (1995) emphasized the impact of high-performance work systems - including recruitment, rewards, and development - on reducing turnover and improving productivity. Kamath and Kohli (2003) noted how HR managers in Indian banks must realign policies in response to structural and ownership reforms. Serena Akhtar (2023) found that training and informal learning significantly elevate satisfaction and performance, while Nasrullah and Irfanullah (2020) emphasized strategic HRM's role in fostering employee commitment in banking. Chinnadurai (2014) revealed the need for a holistic HRM approach in private banks to boost satisfaction, and Kumar (2009) confirmed the link between HR practices and organizational excellence. Collectively, these studies illustrate that integrated HRM strategies substantially impact employee

engagement, loyalty, and satisfaction across banking and other service-oriented sectors.

Statement of the Problem

Human resource management (HRM) is an ever-expanding concept that holds immense significance, particularly in the service sector, such as banking. Within the banking industry, human input is the most significant factor. The efficiency and productivity of this input directly influence the quality of services provided to customers. In addition, it influences banks' overall growth, productivity, and profitability. Therefore, HRM functions play a significant role in modern banks. The research aims to propose suitable HRM strategies, policies, procedures, initiatives, and protocols along with their potential outcomes within banking environments. It investigates HRM practices and their impact on employee job satisfaction within public sector banks in the Thiruvananthapuram district, shedding light on current banking practices in employee management. Furthermore, it contributes to the formulation of bank policies concerning HRM practices in the banking sector. Thus, this study concentrates on HRM practices in public sector banks in the Thiruvananthapuram district and their correlation with job satisfaction.

Significance of the Study

The primary objective of this research is to investigate the impact of HRM practices on employee job satisfaction within public sector banks situated in the Thiruvananthapuram district. The study seeks to determine the extent of correlation and the impact of specific HRM practices on the job satisfaction of employees in the public sector banking sector. The management could benefit from this study's findings, which could help them improve HR practices that benefit employees.

Scope of the Study

The study was undertaken to investigate HRM practices and their impact on employee job satisfaction within specific public sector banks in the Thiruvananthapuram district of Kerala only. Three public sector banks have been chosen for this study, and the selection process was based on their profitability and capital base ranking. Among the public sector banks identified for this study are: State Bank of India, Punjab National Bank, and Bank of Baroda.

Research Objectives

The main aim of the research is to explore how HRM practices affect employee job satisfaction, with additional objectives including:

• Evaluating the correlation between chosen HRM practices and job satisfaction among public sector banking staff.

• Examining the influence of selected HRM practices on employees' job satisfaction.

Research Methodology

This current research is both descriptive and exploratory, aiming to investigate and analyze how human resource management practices influence the job satisfaction of employees in public sector banks. The study focuses on employees from three specific public

sector banks: SBI, Punjab National Bank, and Bank of Baroda of Thiruvananthapuram district of Kerala. A total of 240 respondents (80 employees from each bank) were randomly selected and interviewed using a structured schedule to collect the necessary information. This research utilizes both primary and secondary sources of data. Secondary data were gathered from diverse articles, journals, and online sources, while primary data were obtained through a questionnaire designed in alignment with the study's objectives and hypotheses. The questionnaire consists of three sections: Part A captures respondents' demographic information, while Part B includes questions related to the variables within the research framework. This study identifies five variables of Human Resources Management Practices that is: Recruitment and Selection, Training and Development, Employee Participation, Rewards and Recognition, and Work-life Balance.

Part C includes the variables of satisfaction towards Human Resource Management Practices. The study identifies 5 variables of Job satisfaction: Salary and Benefits, Welfare Benefits, Working Environment, Promotion and Growth Opportunities, and Overall Job Satisfaction. All questions were designed using a five-point Likert scale. The collected data are processed and analysed using various statistical and mathematical techniques. The study used IBM SPSS 29.0 software to analyze the data. The mathematical and statistical techniques used are mean, standard deviation, Karl Pearson's correlation, and multiple regression analysis.

Research Framework and Hypotheses

Recruitment and Selection

The prime objective of the study is to address the influence of HRM practices on employee job satisfaction. The research framework is depicted in Figure 1.

Based on the analysis and review of existing literature, the subsequent research hypotheses have been formulated to investigate the relation between the variables in question.

H01: Recruitment and Selection exhibit a positive and notable correlation with job satisfaction.

H02: Training and Development demonstrates a positive and substantial association with job satisfaction.

H03: Employee Participation exhibits a positive and significant correlation with job satisfaction.

H04: Reward and Recognition demonstrate a favorable and substantial correlation with job satisfaction.

H05: Work-life balance exhibits a favorable and notable association with job satisfaction.

Data Analysis and Results

The study surveyed 240 employees across three public sector banks. Among them, 53.3 per cent were male and 46.7 per cent female, indicating balanced gender representation. The majority (63.1 per cent) were aged between 26–35 years, reflecting a relatively young workforce. Educationally, over 90 per cent held undergraduate or postgraduate degrees. Most respondents (58.2 per cent) reported
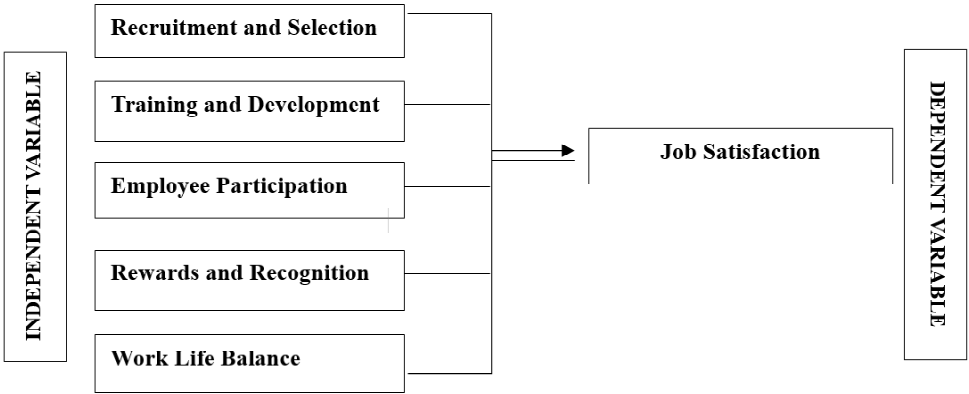
Figure 1

Research Framework

Table 1

Demographic Profile of Respondents

Demographic Variables	Categories	Frequency	Percentage
Age (years)	20-25	52	21.7
	26-35	152	63.1
	36-45	28	11.5
	Above 45	8	3.5
	Total	**240**	**100.0**
Gender	Male	128	53.3
	Female	112	46.7
	Total	**240**	**100.0**
Marital Status	Married	112	46.7
	Unmarried	128	53.3
	Total	**240**	**100.0**
Educational Qualification	Secondary	4	1.7
	Under Graduate	124	51.5
	Post Graduate	96	40.0
	Others	16	6.7
	Total	**240**	**100.0**
Monthly Income	Below 20000	56	23.6
	20000-50000	140	58.2
	Above 50000	44	18.2
	Total	**240**	**100.0**
Total Experience	Upto 10 years	164	68.4
	11-20 years	70	23.1
	Above 20 years	20	8.5
	Total	**240**	**100.0**
Job Cadre	Officer	88	36.8
	Clerk	100	41.7
	Sub Staff	52	21.3
	Total	**240**	**100.0**

Source: Compiled by authors

monthly incomes between [1] 20,000–50,000. In terms of experience, 68.4 per cent had up to 10 years of service. Job roles were fairly distributed, with 41.7 per cent clerks, 36.8 per cent officers, and 21.3 per cent sub-staff. Overall, the sample represents a diverse yet predominantly young and mid-level workforce in the public banking sector.

Descriptive Statistics

The descriptive analysis of the data indicates that all the variables have a standard deviation below 1. Cohen (2003)

states that normally distributed data will have a standard deviation from 0 to 1. Since all the variables have standard deviations within this range, the data appear to be normal. Therefore, a Pearson correlation analysis can be performed to analyze the relationship between the variables.

Table 3 displays the correlation between chosen HRM practices and job satisfaction among employees working in public sector banks. The correlation coefficient between HRM practices and

Table 2

HRM Practices and Job Satisfaction: Mean Values and Standard Deviations

	N	Mean	S. D
Recruitment and Selection	240	4.64	0.42
Training and Development	240	4.67	0.23
Employee Participation	240	4.19	0.61
Rewards and Recognition	240	3.91	0.73
Work-Life Balance	240	3.93	0.35
Job Satisfaction	240	4.58	0.34

Source: Compiled by authors

Table 3

Correlation analysis between HRM Practices and Job Satisfaction

HRM Practices		Job Satisfaction
Recruitment and Selection	Pearson Correlation	.537**
	Sig. (2-tailed)	.000
Training and Development	Pearson Correlation	.488**
	Sig. (2-tailed)	.000
Employee Participation	Pearson Correlation	.526**
	Sig. (2-tailed)	.000
Reward and Recognition	Pearson Correlation	.521**
	Sig. (2-tailed)	.000
Work-Life Balance	Pearson Correlation	.378**
	Sig. (2-tailed)	.000
**Correlation is significant at 0.01 level (2-tailed).		

Source: Primary Data

job satisfaction was found to be positively correlated and statistically significant at a 5 per cent level of significance. The correlation coefficient for Recruitment and Selection (r = 0.537, p-value < 0.05) indicates a moderate but positive correlation with job satisfaction, while Training and Development (r = 0.488, p-value < 0.05) and Work-Life Balance (r = 0.378, p-value < 0.05) show a weak but significant positive correlation with job satisfaction. Additionally, Employee Participation (r = 0.526, p-value < 0.05) and Reward and Recognition (r = 0.521, p-value < 0.05) demonstrate a moderate but significant positive association with job satisfaction. As all the independent variables have a p-value less than the predetermined significance level of 0.05, this implies that HR practices and employees' job satisfaction have a significant positive relationship in public

sector banks. A regression analysis has also been conducted to test hypotheses and study variable relationships. The result of regression analysis by SPSS is presented in the following table.

The model exhibits a correlation coefficient (R) of 0.646, indicating a moderate positive correlation. About 41.7 per cent of the variation in job satisfaction is accounted for by the independent variables, as denoted by the R-squared value of 0.417. The adjusted R-squared value, considering the model's predictors, is 0.364, offering a more conservative estimation of the explained variance. The standard error of the estimate, representing the average difference between observed and predicted values, is 0.27478.

The ANOVA table indicates that the regression model is statistically significant

Table 4

Model Summary

Model	R	R Square	Adjusted R Square	Std. error of the Estimate
1	.646[a]	.417	.364	.27478
a. Predictors: (Constant), Work-Life Balance, Recruitment and Selection, Reward and Recognition, Training and Development, Employee Participation			

Source: Primary Data

Table 5

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.922	5	.584	7.741	.001[b]
	Residual	4.077	54	.076		
	Total	6.999	59			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), Work-Life Balance, Recruitment and Selection, Reward and Recognition, Training and Development, Employee Participation						

Source: Primary Data

(F-value (5, 54) = 7.741, p = .001), indicating that the independent variables collectively had a significant impact on job satisfaction.

From the coefficient table, it was found that rewards and recognition had the highest standardized coefficient (β = .314, p = .003), followed by training and development (β = .210, p = .001), recruitment and selection (β = .207, p = .000). However, the relationship between employee participation (β = .105, p = .077), work-life balance (β = .074, p = .059) towards job satisfaction was not statistically significant and thereby has no impact.

The multiple regression analysis demonstrated that rewards and recognition, training and development, and recruitment and selection were significant predictors of job satisfaction. However, employee participation and work-life balance did not have a statistically significant relationship with job satisfaction in this study.

Discussion and Recommendations

As per correlation results, the 'r' value of Recruitment and Selection is 0.537 which gives a moderate positive relationship with job satisfaction. The co-efficient table indicates that the impact of the independent variable on the dependent variable is significant as p= 0.000, which is less than 0.05; hence the H1 is accepted. This shows that implementing effective recruitment and selection processes is more likely to have satisfied employees.

The result of the correlation for Training and Development shows that r = 0.488, which means that the variables have a weak but positive relationship, and since the p-value in the coefficient table is 0.001which is less than 0.05, the impact of independent variable on the dependent variable is significant. Hence H2 is accepted. This implies that a well-designed training program provides employees with a keen interest in learning more about their responsibilities and roles which will in turn lead to their satisfaction.

Table 6

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.534	.152		3.505	.001
	Recruitment and Selection	.157	.042	.207	3.788	.000
	Training and Development	.176	.051	.210	3.442	.001
	Employee Participation	.083	.047	.105	1.772	.077
	Reward and Recognition	.341	.053	.314	6.428	.003
	Work-Life Balance	.049	.043	.074	1.238	.059
a. Dependent Variable: Job Satisfaction						

Source: Primary Data

Table 7

Summary of Result (Hypotheses Testing)

Hypothesis	Statement	Results
H1	Recruitment and Selection exhibit a positive and notable correlation with job satisfaction.	Accepted
H2	Training and Development demonstrate a positive and substantial association with job satisfaction.	Accepted
H3	Employee Participation exhibits a positive and significant correlation with job satisfaction.	Rejected
H4	Reward and Recognition demonstrate a favorable and substantial correlation with job satisfaction.	Accepted
H5	Work-life balance exhibits a favorable and notable association with job satisfaction.	Rejected

Source: Compiled by authors

In case of the third variable, the results indicate that the r value = 0.526, which shows a moderate and positive relationship between Employee Participation and Job Satisfaction. However, the p-value in co-efficient tables is 0.077 which is greater than 0.05; it indicates that the impact of the independent variable on dependent variable is not significant; hence the H3 is rejected. Although Employee Participation has significant importance towards job satisfaction new policies are needed to promote employee engagement at all levels in the public sector banking industry.

In the case of the fourth variable, the r value = 0.521, which gives a moderate but significant and positive relationship between Reward and Recognition and employee satisfaction. Moreover, the significance value given in the coefficient table is 0.003 which is below 0.05; hence their relation is significant. Therefore, H4 is accepted. This finding confirms that employee compensation is a crucial factor in fostering employee satisfaction.

With reference to the fifth variable, the r value is 0.378 which shows a weak but significant and positive relationship between Work-life balance and job satisfaction. The p-value in the coefficient table is 0.059 which is greater than 0.05; the impact of independent variable on dependent variable is not significant. Hence, H5 is rejected. In this regard, the management of public sector banks must develop policies that encourage a positive work environment and ensure a work-life balance. The policies should specifically address the needs and requirements of women, allowing them to take on meaningful responsibilities.

Conclusion

The current study endeavours to explore and evaluate the implications of HRM practices on work satisfaction in the public sector, banking personnel, focusing particularly on the Thiruvananthapuram district. The Indian banking sector faces emerging HR challenges driven by service sector expansion and increased competition. To ensure sustained growth, HRM must be strategically aligned with

organizational goals. The study underscores the importance of robust, employee-centric HR policies in enhancing job satisfaction and performance. Prioritizing workforce development is essential, as employees remain the cornerstone of organizational success.

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