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## **A Effect on Human Resource Development Climate on Job Performance & Satisfaction among Commercial Bank Employees**

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### **Introduction**

Human Resource Development (HRD) is a process which helps employees of an organization to improve their functional capabilities for their present and future roles. It also helps to develop their general capabilities and inner potentialities for their self and organizational development. It focuses on continuous development of manpower which is necessary to sustain their competitive advantage. HRD is important as they can develop and build their capabilities, which contributes to their professional and personal growth.

KEY WORDS: HRD CLIMATE, OCTAPAC, PERFORMANCE & SATISFACTION

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### **HRD Climate**

HRD Climate of an organization plays a very important role in ensuring competency, motivation and development of its employees. HRD Climate can be created by introducing appropriate HRD systems and leadership styles of top management. HRD Climate is the perception the employee has on the developmental environment of an organization. It is an integral part of organization climate. The elements of HRD Climate can be grouped into three categories: General Climate, OCTAPAC Culture and HRD Mechanisms.

#### **a) General Climate**

A general supportive climate is important for HRD if it has to be implemented effectively. Supportive climate consists of all levels of management Top, Middle, Low etc., good personal policies and positive attitudes towards development.

#### **b) HRD Mechanism**

HRD Mechanism is sub-system of organization includes performance appraisal, potential appraisal, career planning, performance rewards, Feedback and Counseling, Training and Development, employee welfare for quality work life, Job Rotation and Organizational Development.

#### **c) OCTAPAC Culture**

OCTAPAC Culture is essential for facilitating HRD. The OCTAPAC culture deals with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity and Collaboration are valued and promoted in the organization.

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### **Need for the study**

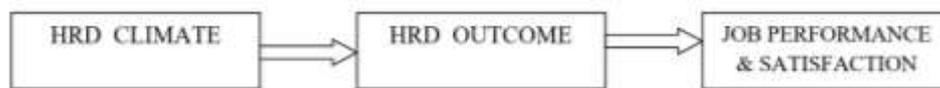
The human being is the hub center of all resources and is the only one having an immense potential of growth. Conversely if this resource is not managed well, it can make other resources de-functional. It is a fact that the attainment of the objectives of organisations significantly depends upon the development of human resources as human resources are the major contributory factor in enhancing the efficiency and productivity resulting into profitability to the organisations. Further, it is an undisputed fact that no organisations in any part of the globe can attain any mission, objective, goal or target without human resource development. Above all, HRD helps in developing good human relations. Human resource development is a process by which employees are continuously helped in a planned way to acquire all round capabilities where team work and collaboration contribute to the organizational health. Thus, HRD helps in improving good human relations and positive organisational climate. Thereby it helps in attaining the organisational goals economically and effectively. In such situations; the need of HRD climate cannot be underestimated. So, that there is a need to develop the HRD climate of the banking institutions. Hence, a study will be carried out on the research topic "A Study on Human Resource Development Climate in bank employees". The aim of the study is to inquire into the status of the existing HRD activities in banking industry and to identify the problems, which impede the growth of the HRD climate in the study area.

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## Statement of the problem

HRD climate has a factors influencing on human performance and job satisfaction among banking employee through pay & promotions. Individuals have certain expectation and fulfillment. These expectations depend upon perception of how HRD Climate suits to the satisfaction of their needs. HRD Climate provides a type of work environment on which individuals feel satisfy or dissatisfy. Since performance and satisfaction of individuals goes a long way in determining the organizational performance. HRD Practices are the levers or mechanism through which employee skills can be developed<sup>1</sup>.

Akinyemi<sup>2</sup> mentioned, conducive HRD climate plays a major role in enhancing the knowledge, skills, abilities and other attributes needed by employees to carry out current job and be prepared for future challenges. Hence the effectiveness HRD depends on the prevailing organizational climate. where, public sector organizations have to ensure the existence of an optimal level of HRD Climate than the public sector.



Today's context, the Industries in India find itself facing competition in an increasingly volatile environment, which are brought by globalization as well as by liberalization of the domestic market. Therefore the domestic players faced the challenges of the new liberalized global economic environment and it has to ensure a congenial HRD Climate to grow by creating a competitive advantage over others and achieve its ultimate business goal through employee's satisfaction.

The behavior of the human component plays a pivotal role in maximizing organizational effectiveness in the concept of HR planning, recruitment and selection, performance appraisal, promotion, training and development and employee relation. It determines the behavior of the human component in the work context. Thus, all efforts in maximizing organizational effectiveness have to be directed towards improving the quality of work to the higher point possible.

Job satisfaction is one of the most important factors, which affects not only the efficiency of the laborers but also such job behavior as absenteeism, accidents, etc. In fact, no organization can successfully achieve its goal and mission unless and until those who constitute the organization are satisfied in their jobs. Job satisfaction/dissatisfaction is the result of various factors which are related to the present job situations. These various factors are opportunities for career advancement, amount of tension at work, work involvement, relations with colleagues and supervisors, due to recognition of merit, sufficient emoluments and good working conditions, grievances removal, feeling of fatigue and loneliness and prestige of the organization. In this context, it is proposed to undertake a study to examine the perception of human resource development climate in order to formulate valuable suggestion to improve the HRD Climate in future.

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## Research gap

In this study, many literature, journals, articles and books relevant to the present research work were reviewed. Many authors have studied HRM and HRD have rich theory development and related empirical findings but few studies have been conducted on HRD climate. They were carried out mostly in private and public organizations such as in the fields of manufacturing, telecommunication, IT, Engineering. The banking sector is a service sector that the most important contribution to it is making various contributions to their sustainable economic development in India. A close examination of the literature reveals that there was no any study found regarding HRD climate as well as its relation to job satisfaction and other related variables in the context of banking sector in Salem, Tamilnadu. Therefore, the present study is undertaken to fill this gap.

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## Objectives of the Study

The study will be the following objectives.

1. To analyses the employees' perception about the various aspects of general climate prevailing in their organization
  2. To evaluate the opinions of the employees' on HRD Mechanisms in the select banking sector.
  3. To assess employee perception on HRD Process through OCTAPACE Culture in the study area.
  4. To analyses the effect of HRD Climate on job performance and job satisfactions of the employees through the stratified random sampling in the study area.
  5. To summarize the findings, conclusions and provide suitable suggestions.
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**Hypotheses of the Study**

Based on the objectives, the followings hypotheses will be framed for this study

Ho<sub>1</sub>: There is no variation between HRD climate and the cadre of the employees in the study area.

Ho<sub>2</sub>: There is no difference between HRD Climate among the public and private bank employees in the study area.

Ho<sub>3</sub>: There is no significant relationship between HRD Climate outcome and job performance of the select bank employees.

Ho<sub>4</sub>: There is no relationship between HRD climate and job satisfaction of the employees in the study area.

**Analysis**

Ho: There is no significant relationship between HRD Climate outcome and job performance of the select bank employees.

**Descriptive Statistics**

	Mean	Std. Deviation
General climate	.81	.576
Hrd mechanism	.75	.440
Octapac	.67	.563

The above table shows the result that there is a significant impact on HRD climate on Job performance

Ho: There is no relationship between HRD climate and job satisfaction of the employees in the study area.

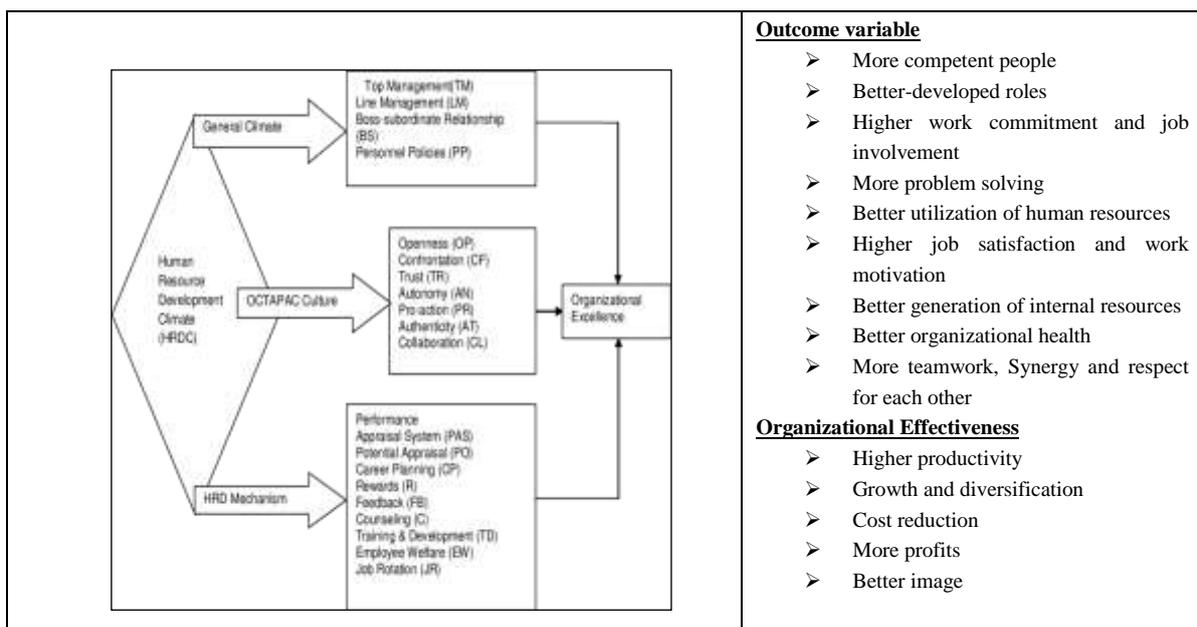
**Correlations**

		General climate	Hrd mechanism	Octapac
General climate	Pearson Correlation	1	.078	.129**
	Sig. (2-tailed)		.059	.002
	N	582	582	582
Hrd mechanism	Pearson Correlation	.078	1	.177**
	Sig. (2-tailed)	.059		.000
	N	582	582	582
Octapac	Pearson Correlation	.129**	.177**	1
	Sig. (2-tailed)	.002	.000	
	N	582	582	582

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The above table shows the result that there is a significant impact on HRD climate on Job satisfaction

**Conceptual Framework**



**Outcome variable**

- More competent people
- Better-developed roles
- Higher work commitment and job involvement
- More problem solving
- Better utilization of human resources
- Higher job satisfaction and work motivation
- Better generation of internal resources
- Better organizational health
- More teamwork, Synergy and respect for each other

**Organizational Effectiveness**

- Higher productivity
- Growth and diversification
- Cost reduction
- More profits
- Better image

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**Conclusion:**

In order to improve the skill of human potential HRD Climate plays a significant role. The employees of the commercial bank has a positive perception about the HRD climate since it has impact in their job performance as well as satisfaction which results in obtaining the organizational goals in a effective manner.

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