



Human Resources Management Practices in Nepalese Commercial Bank

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ABSTRACT:

This main objective is to identify how human resource management practices affect the behavior of Nepali banking sectors. Also, this study seeks to determine the connection between human resource management techniques and overall business success. This study is based on secondary data which were collected from various sources like research papers, reports of various authors, articles and so on. Data is also presented about practice human resources management in some of the banks of Nepal. There has been a considerable shift in HRM practices within the banking sector in Nepal. Banks have come to understand the value of efficient HRM procedures in attaining corporate objectives and enhancing employee engagement and satisfaction as the sector has developed and changed. Top talent attraction and retention, resource scarcity, cultural differences, lack of knowledge, reluctance to change, the regulatory environment, a lack of training and development, and restricted technology adoption are some of these problems. Banks in Nepal must invest in HRM strategies that are adapted to their unique circumstances in order to overcome these difficulties. A more comprehensive and all-encompassing approach to HRM practices that prioritizes employee growth, engagement, and retention is required for banks. Nepalese banks must also embrace diversity and inclusiveness in their HRM procedures, understanding the value of cultural sensitivity and diversity in creating organizational success.

Keywords: Carrer Planning, Recuirement and selection, Performance, Job design, Employee

Introduction

Human resources management (HRM) practices in commercial banks in Nepal are generally focused on attracting and retaining a talented and diverse workforce, while also ensuring compliance with labor laws and regulations. These practices help to promote a positive and productive work environment that is essential for the success of the banks. People-based organizations actively seek a varied range of skills, abilities, and attitudes that impact their financial success, quality standards, and overall productivity. People in organizations fundamentally manage and define objectives, produce services and goods, set strategies, build work processes, assess quality, market services and products, and allocate financial resources. As a result, persons or individuals become 'human resources' as a result of the obligations and tasks they feel at work, and employment positions are viewed as a tool to increase employees' contributions to organizational goal attainment (Bratton & Gold, 1999). In this regard, numerous empirical studies have highlighted specific facets of the influence of human resource (HR) practices on employee job satisfaction. These studies assert that encouraging employee participation to ensure their voices are heard positively affects job satisfaction. Additionally, employees express a preference for job autonomy, derive satisfaction from continuous learning opportunities, and value teamwork within the organization ((Petrescu, Simmons, & Bradley 2004). Human resource practices encompass a set of strategies aimed at enhancing employee motivation, competence, and commitment. Consequently, these practices are strategically focused on achieving superior business results and gaining a competitive advantage (Elrehail et al. 2019).

The present era of business is an age of globalization, in which there is greater potential for businesses with high-quality goods and services; but, along with this potential, entrepreneurs must contend with fierce competition from both domestic and foreign corporate organizations. All sorts of firms in the contemporary market economy are facing difficulties as a result of the rising global rivalry, which places a greater emphasis on customer happiness, productivity, and business flexibility. Future demands for organizational excellence will continue to put pressure on managers to contend with the competitive pressures they already do. The key components of human resource management learning, quality of work, teamwork, and reengineering are focused on achieving such excellence and are motivated by how an organization does business and treats its employees. Many economists and scholars have defined the multidisciplinary area of human resources management (HRM). These are a few HRM definitions from various economists:

HRM practices in Nepalese commercial banks have evolved through time, from an emphasis on operational efficiency to a more strategic and employee-centric approach. As Nepal's banking sector grows and evolves, HRM practices will definitely adapt to fit the demands of workers and the company. Initially, the focus of HRM in Nepali commercial banks was mostly on hiring employees with suitable qualifications and experience. The core HRM practices were recruitment and selection, with little emphasis on employee development or retention. The emphasis was on operational efficiency, and

workers were primarily viewed as instruments to help the bank accomplish its aims. Nepal had substantial political and economic developments in the 1990s, which resulted in the deregulation of the banking industry. Around this time, the banking industry saw substantial development, and HRM practices in commercial banks began to change to suit this expansion. To recruit and retain talent, banks began to prioritize staff training and development, performance monitoring, and incentive systems.

Commercial banks in Nepal had a considerable change in their HRM procedures in the 2000s. From just operational effectiveness, the emphasis switched to more strategic HRM techniques. Banks started to take a more employee-centric stance, putting greater emphasis on employee development, empowerment, and engagement. Around this time, technology was also increasingly used in HRM procedures. The HRM practices by Nepal's commercial banks nowadays are extremely advanced and centered on the requirements of the workers. Banks provide a variety of advantages and incentives to entice and keep top employees, including flexible work schedules, health and wellness initiatives, performance-based bonuses, and chances for professional advancement. Banks often perform surveys and evaluations to make sure that workers are happy and involved in their jobs since employee engagement is a key priority. In addition, banks are also utilizing cutting-edge technology like data analytics and artificial intelligence to enhance their HRM procedures. Human Resources Management is very essential for Commercial Banks and any other organizations.

Statement of Problems

There is a high rate of employee turnover in the Nepalese banking sector of Nepal. High employee turnover costs are incurred both directly and indirectly. Employee turnover costs have a significant influence on the organization's ability to grow and develop. A survey of the literature revealed that excessive staff turnover is a significant issue in many economic sectors, not just the banking industry. Employees may voluntarily or involuntarily quit an enterprise. Poor performance, unreliability due to work-family difficulties, or other personal concerns result in involuntary separation (Holzer, Stoll, & Wissoker, 2001). On the other hand, voluntary disengagement happens when other employers have superior chances (Johnson & Corcoran, 2003). In Nepal as well as the rest of the globe, there is a painful problem with staff retention. In Nepali enterprises, it seems to be getting more and harder to acquire and keep experienced skilled workers. The lack of attention given to human resources is causing a manpower shortage in the banking sector of Nepal. As a result, the demand for effective bank employees has doubled and is expected to increase further in the coming years. Both staff retention and hiring have become major problems, so banks are investing heavily in recruiting the right kind of employees. Further issues that banks are destined to encounter when it comes to HRM are the tendency for banks to poach employees and the absence of succession planning in managing upper-level officials. Organizations are currently facing significant difficulty with retention, not just in Nepal but globally as a whole. Studies on the relationship between human resource management practices and overall organizational performance have been conducted in Nepal. Adhikari and Muller (2005) concluded that bringing Western-style human resource management to developing nations presents both possibilities and obstacles. According to Pant (1982), Nepalese managers placed a greater emphasis on affective commitment than on other components of commitment. Most Nepali business owners and managers are typically not convinced of the advantages of increasing investment in human resources. The significance of human resource development for institutional advantage is starting to become apparent, nevertheless, in certain businesses and even government entities. This study's goal is to examine HRM practices in Nepal's banking industry.

Objectives of Study

This study's major objective is to identify how human resource management practices affect the behavior of Nepali banking sectors. Also, this study seeks to determine the connection between human resource management techniques and overall business success.

Methodology

This study is based on secondary data which were collected from various sources like research papers, reports of various authors, articles and so on. Various research documents have been reviewed for analyzing the effective human resources management in the commercial banks of Nepal. Framework of this seminar paper is also presented here to give a clear idea about effective human resources management. Data is also presented about practice human resources management in some of the banks of Nepal.

Description and Analysis

Globalization, technical improvements, and shifting customer behavior have all had a significant impact on human resource management (HRM) procedures in Nepal's banking industry. In Nepal, the banking industry plays a significant role in the economy by offering both individuals and companies a range of financial services. In Nepal at now, there are 28 commercial banks functioning, both indigenous and foreign. These banks provide a vast array of goods and services, such as loans, remittances, savings and deposit accounts, and other financial services. Banks in Nepal have considerably changed their HRM procedures recently, placing more importance on employee engagement, performance management, and growth.

Literature Review

Bhandari (2019), the HRM practices used by banks in Nepal and discusses the possibilities and difficulties that banks must overcome to apply HRM practices. According to the study, banks in Nepal have used a number of HRM strategies, including hiring and vetting, development and training, performance monitoring, and benefits and compensation. Effective HRM methods in Nepalese banks, however, have been hindered by issues including insufficient resources, a lack of employee involvement, and opposition to change.

Adhikari (2019), employee performance in Nepalese banks is positively impacted by HRM strategies such recruiting and selection, training and development, performance evaluation, and compensation and benefits. The report also noted certain issues, including the lack of openness in performance reviews and the misalignment of HRM procedures with company objectives.

Mharjan (2016), banks in Nepal have adopted a number of HRM procedures, including hiring and vetting, training and development, performance evaluation, and pay and benefits. The evaluation also noted certain issues, including inadequate job analyses, a lack of employee involvement, and a misalignment of HRM methods with corporate objectives.

Shrestha (2013), employee satisfaction and turnover in Nepali banks are significantly impacted by HRM strategies such recruiting and selection, training and development, and compensation and benefits. The report also noted a number of issues, including the lack of adequate job analyses, career growth possibilities, and performance-based awards.

Conceptual Framework

HRM practices have an impact on employee abilities through the development and acquisition of a company's human capital. The evaluation of the empirical literature therefore focuses on earlier studies assessing the impact of HRM practices on employee performance in anticipation of an estimating model that focuses on these dependent variables. The purpose of this study is to establish a connection between how human resource management strategies affect organizational performance in terms of behavioral outcomes. In terms of behavioral outcomes, such as motivation, cooperation, involvement, and organizational citizenship, the human resource management components of recruitment and selection, training and development, performance appraisal, career planning, compensation, and employee participation have a positive impact on employee performance.

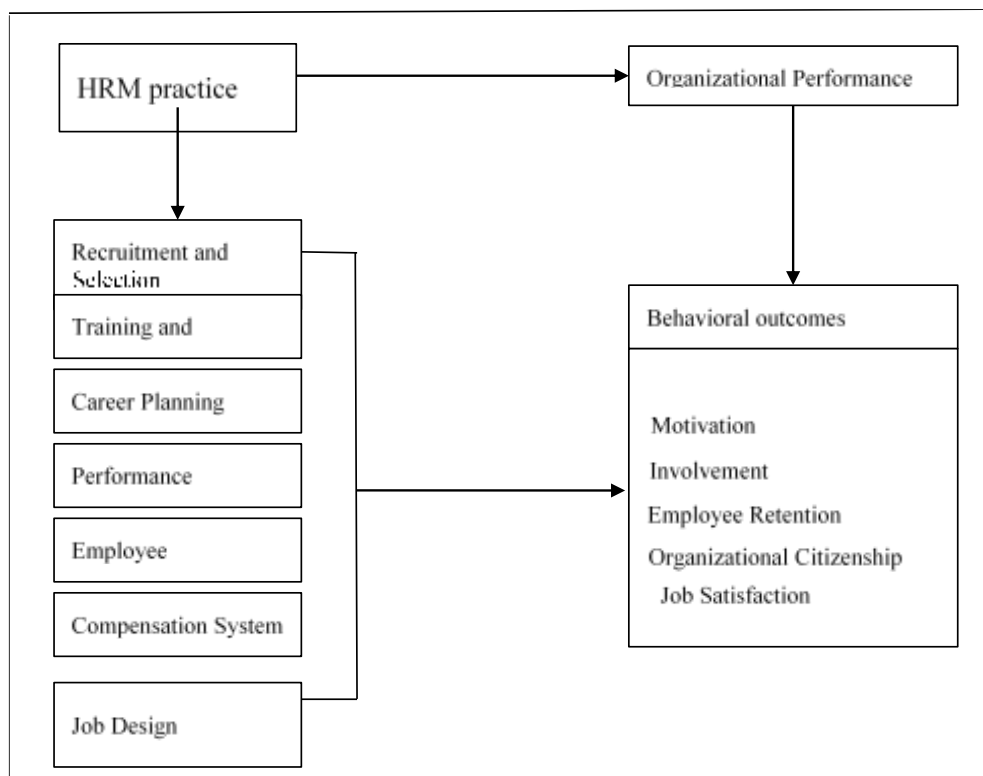


Figure 1

Key terms used in the above figure are described below,

- **Recruitment and Selection:** Recruitment is the process of locating, identifying, and recruiting qualified candidates. In order to achieve job-person fit and, in certain situations, fit between both the individual and the organization, placement, selection, and recruiting are decision-making processes that are used to offer a framework for identifying and choosing the ideal number of applicants for a given position. In order to create a productive workplace, it is crucial to identify congruence between employees and their professions as well as between the workforce and their businesses. There is a positive and significant impact of recruitment and selection on employee satisfaction. Recruitment and selection ensure the right person at the right place at the right time.
- **Training and Development:** The goal of ongoing training and development (T&D) is to increase staff competency. Development is learning that extends beyond today's job and has a more long-term emphasis. Training is the activities aimed at providing learners with the information and skills they need for their current jobs. Employees' abilities are improved by Training and Development, which also makes them corporate-ready. All employees should have equitable access to training and development opportunities. Employees may choose to leave an organization if they are not given this opportunity. There is a positive and significant impact of training and development on employee satisfaction.
- **Career Planning:** The process of recognizing and developing employees' talents and abilities to support them in achieving their career objectives within a company is career planning in HRM practices. A well-thought-out career plan may boost company performance, job happiness, and employee retention.
- **Performance Appraisal:** A formal way of evaluating the effectiveness of individual or teamwork is performance appraisal. A person's skills for future growth and development are understood through a methodical review of their performance as an employee. The overall performance review is crucial for providing feedback to the staff. A successful assessment system assesses achievements and launches plans for growth, goals, and objectives.
- **Compensation Practice:** Commission, remuneration, bonuses, and other non-cash incentives are major aspects and the reason why workers work for any business. Benefits and compensation are how an organization rewards or pays its people, particularly for doing their tasks or duties.
- **Employee participation:** Participation of employees in organizational decision-making and other activities is referred to as employee participation. Participation from employees may raise engagement, boost output, and enhance organizational effectiveness. Employee participation creates a positive working environment, effective communication, encourages teamwork, and so on.
- **Employee Retention:** The capacity of a business to retain its employees over an extended period is referred to as employee retention. Moreover, it refers to the rules and procedures that enable personnel to follow an organization. It includes all of the actions taken to reward workers for their drive, contentment, and loyalty.
- **Job Design:** The process of deciding on the activities, responsibilities, and duties that make up a work, as well as how those tasks are carried out and the abilities necessary to do them, is referred to as job design. The goal of job design is to provide positions that are effective, efficient, and fulfilling for employees.
- **Motivation:** The term "motivation" refers to the innate urge or desire that animates and guides conduct toward the accomplishment of a goal. Performance in both individuals and organizations depends on it, and both internal and external variables can affect it.
- **Job Satisfaction:** Job satisfaction is the proper match between an employee's expectation from a job and the actual output the employee gets from the job. The degree of fulfillment or enjoyment a worker experiences with their employment and workplace is referred to as job satisfaction. It depends on several things, such as the nature of the job, pay, the work-life balance, company culture, and connections with coworkers.
- **Motivation:** The term "motivation" refers to the internal and external forces that propel or steer behavior in the direction of accomplishing an objective or meeting a need. It is an important aspect of both individual and organizational performance and is affected by many variables.

Human Resources Management Practiced by Nepalese Bank					
Banks	HR head	Recruitment process	Performance appraisal	Training & development	Compensation
Nepal Rastra Bank	Male	Internal External	Every staff is evaluated bi-annually	Conduct a survey tanning needs assessment	Fixed schedule

Siddhartha Bank Ltd	Male	Internal (most preferred) External	Through job fulfillment analysis and skill rating	At the requirement	According to performance and level of job
Standard Chartered Bank	Male	Internal External (most preferred)	Based on the five W that includes; who, what, why, where, when.	Provides a framework within which employees can identify the training and development need	Divided into two categories · sales personnel · Compensating to executives

All three Nepali banks had an HR department. All of them have written HR policies. The HR department works under the direct supervision and control of top management and its mail dominated. The Heads of the HR department in the two banks are male and one female. The area of responsibility of the bank also covers Administration and general affairs too.

In Nepal's banking business, recruitment and selection are essential HRM procedures. Banks recruit and choose applicants through a variety of strategies, including college placement programs, recruiting firms, and Internet job boards. Typically, job analyses, job descriptions, and job specifications are part of the hiring process. The candidate's qualifications, experience, and suitability for the position are also assessed by banks through a multi-stage interview process, evaluations, and reference checks. Banks in Nepal are increasingly turning to technology to speed up the hiring process and draw in applicants from a larger pool. The selection procedure is intended to make sure that the bank chooses the best competent applicants who can support the aims and objectives of the bank. Good hiring and selection procedures are essential to the success of Nepalese banks because they allow the institution to develop a bright and varied team that can offer consumers high-quality financial services.

In the banking industry, training and development are crucial components of human resource management. Banks make investments in the education and training of their staff members to improve their abilities and expertise and make sure they stay abreast of the most recent changes and trends in the market. Training programs in the banking industry are often created to provide staff with the hard and soft skills they need to do their jobs well. Training in technical skills might cover topics including risk management, financial analysis, and online banking. Training in soft skills can cover topics like teamwork, leadership, and communication. Training programs can be delivered in a variety of ways, including in-person instruction, online courses, on-the-job training, and mentorship. In order to upgrade their knowledge and abilities, banks also encourage staff to enroll in professional development programs including graduate degrees and certifications. Good training and development programs may help banks in a number of ways, including by raising customer happiness, lowering attrition, and improving staff performance. Banks can maintain their competitiveness in a market that is changing quickly and offer their clients high-quality financial services by making investments in the training and development of their staff.

Performance evaluation is a crucial part of human resource management (HRM) procedures. It is the practice of assessing employee performance in comparison to predetermined goals and objectives and giving employees performance feedback. Normally, performance reviews take place once a year, but certain banks could do it more regularly. Performance reviews in the banking industry look at how well individuals can accomplish their duties, provide excellent customer service, and follow organizational rules and guidelines. Performance reviews are conducted in banks using a variety of techniques, including self-evaluation, peer evaluations, and supervisor assessments. An important part of human resources is performance evaluation. Setting performance goals and targets for each employee, conducting mid-year evaluations, and offering comments on performance are all standard components of the performance assessment process. Employees' comments from the performance assessment process may be utilized to pinpoint areas where they need further training and development as well as to honor and reward top performers. An essential tool for banks to boost worker performance and output is the performance appraisal. It aids banks in determining areas where workers require further assistance and training, as well as in identifying and rewarding high-performing workers. Increased staff retention and satisfaction can result from effective performance assessment, which is crucial for the banking industry's success

Compensation and benefits are essential elements of human resource management. For the purpose of luring and keeping exceptional workers, Nepali banks provide attractive remuneration packages. Base salaries, bonuses, and additional perks like health insurance, retirement benefits, and paid time off are all included in the pay packages. The set payment an employee receives for their labor is known as a base wage. The basic pay in the banking industry varies according to the position, credentials, and experience. Employees who reach or surpass their performance targets are also eligible for performance-based incentives from banks. Bonuses may be determined by a person's, a team's, or an organization's performance. Another crucial advantage provided by Nepali banks is health insurance. Prescription medicines, hospital stays, and medical costs are frequently covered by health insurance benefits. In Nepalese banks, retirement benefits including pension schemes and provident funds are also typical. Those who are eligible for retirement benefits might use them to secure their financial future and retirement years. Another significant perk provided by Nepali banks is paid time off, which includes vacation, sick leave, and holiday time. Depending on the job title and duration of service, different amounts of paid time off are available. To increase employee happiness and well-being, banks also provide additional perks including employee discounts, employee support programs, and wellness initiatives. The

overall goal of the salary and benefit plans offered by Nepali banks is to promote employee performance and satisfaction while attracting and retaining competent workers.

Employee satisfaction is essential to the success of any business, including Nepal's banking industry. Employee engagement is the measure of a worker's dedication, excitement, and passion for their job and for their company. Employees who are engaged are more productive, happier in their work, and more likely to be in the company for the long run. Employee engagement in the banking industry may be promoted through a variety of methods, including open communication lines, frequent team-building exercises, and employee appreciation programs. Higher levels of staff satisfaction reduced turnover rates, and better customer service have all been reported by banks that place a strong priority on employee engagement. Broad lines of communication and frequent feedback sessions may increase employee engagement by making them feel appreciated and heard. Employees may generate a sense of camaraderie and collaboration through team-building exercises like off-site retreats or volunteer work, which can enhance engagement. By fostering a sense of achievement and drive, employee recognition programs like awards or incentives for exceptional performance may help increase employee engagement. Therefore, in order to increase employee happiness, productivity, and retention, banks in Nepal should continue to place a high priority on this area of human resource management.

Challenges Faced by Nepalese Bank in Implementing Effective HRM Practices

Although HRM practices are becoming increasingly important to banks in Nepal, there are several challenges that banks face in implementing effective HRM practices. Some of the key challenges are discussed below. When it comes to implementing efficient HRM practices, one of the biggest challenges faced by Nepalese banks is attracting and retaining top talent. Although Nepal's banks are not the only ones facing this difficulty, the country's lack of trained labor and competition from other sectors have made it particularly difficult. Banks must have great employer branding, efficient recruiting tactics, and competitive pay plans to attract top personnel. Due to limited financial resources and legal restrictions, Nepali banks may find it difficult to provide competitive remuneration packages. High turnover rates may arise from this, which may harm both employee morale and organizational performance. Banks in Nepal must create comprehensive personnel management plans that emphasize possibilities for career advancement, employee engagement, and training and development in order to meet this problem. Banks must invest in their staff by giving them the tools they need to further their education and skill sets. This will not only enable the firm to keep its best employees, but it will also draw in fresh talent. In order to increase staff retention rates, banks should also provide a favorable work environment that supports employee wellbeing and a healthy work-life balance.

In order to implement efficient HRM practices, Nepali banks may face substantial resource constraints. Smaller banks that lack the capital and experience to invest in HRM procedures and technology have a particularly severe issue. Insufficient resources may lead to a number of issues, such as inadequate personnel numbers, poor pay, and a lack of training and development opportunities for employees. Employees that are overworked and overburdened due to a lack of manpower may have low morale and have high turnover rates. A lack of top talent and trouble attaining organizational objectives can result from banks having a hard time attracting and keeping top personnel. Banks may also find it difficult to invest in technology that might enhance HRM procedures due to a lack of resources. Banks can manage their human resources more efficiently with the use of technology like HR information systems, but the price of deploying such systems may be too costly for smaller banks. This may lead to a dearth of data-driven decisions and insufficient application of analytics in HR management. Banks will need to prioritize HRM practices and make the appropriate resource investments in order to meet their organizational objectives in the face of constrained resources. This can entail looking for outside financing or joining together with other groups to pool resources and knowledge.

While implementing effective HRM practices, cultural differences can cause significant issues for organizations. As Nepal is a varied nation with many different ethnic and cultural groupings, these variations may have an effect on how HRM methods are perceived and used in workplaces. For instance, there are notable cultural variations in Nepal with regard to values, communication methods, and the hierarchical notion. Those in positions of leadership are expected to be treated with respect and reverence in various cultures because they are highly esteemed. Some cultures favor a more equal strategy and promote open dialogue. Also, the way HRM regulations are explained to and accepted by employees might be impacted by cultural differences. Employee comprehension and interpretation of policies can be impacted by different communication preferences and styles, which can result in confusion or resistance. Nepali businesses must create HRM procedures that take into account all of their workers' backgrounds and cultures in order to meet these issues. This can entail developing flexible rules and procedures that can be adjusted to various cultural settings. To assist employees in comprehending and navigating cultural differences inside the firm, it could also entail making investments in cross-cultural training and education. Nepali firms may increase the efficacy of their HRM procedures and more effectively meet their objectives by addressing these issues.

Implementing efficient HRM practices is difficult for Nepali banks due to a lack of awareness. Many banks are unclear about the role HRM procedures play in attaining company objectives. Due to a lack of understanding, HRM practices may not receive adequate funding or attention. The conventional view of human resource management in Nepal is one of the key causes of this ignorance. Instead of being seen as a strategic role that may help a business succeed, HRM is frequently considered to be a low-level administrative task. This viewpoint may result in a lack of investment in HRM procedures, which may eventually have a detrimental effect on staff morale, output, and retention. To overcome this difficulty, Nepali banks must get a deeper comprehension of the role that HRM procedures play in accomplishing corporate objectives. This necessitates educating important parties, such as senior management and staff, on the advantages of sound HRM procedures. Prioritizing HRM as a strategic function that may help organizations succeed also calls for a change in corporate culture. To do this, Nepali banks might spend money on training and development programs that will improve the expertise of stakeholders and HR experts. To enhance HRM procedures, they might also embrace best practices from other nations and sectors. Nepali banks can develop a more strategic approach to HRM that may support organizational performance and competitive advantage by addressing the issue of lack of knowledge.

Limited adoption of technology is a key barrier to efficient HRM practices for Nepali banks. In Nepal, many banks still use manual procedures and have not completely adopted technology to automate their HRM procedures. Many problems and difficulties may arise as a result of this lack of technological adoption. First off, manual methods can be error-prone and time-consuming. For instance, keeping track of employee absence and attendance records manually can be time-consuming and prone to mistakes. Payroll processing errors might result from this, which would lower employee morale and undermine their confidence in the company. Second, a lack of technology adoption may make it more difficult for banks to gather and examine HR data. This might make it challenging to spot trends and patterns in employee behavior and productivity, which can impede the ability to make wise decisions. Without the capacity to examine HR data, banks may find it difficult to pinpoint problem areas and put good HRM procedures in place. Finally, staff engagement and satisfaction may suffer from a lack of technology adoption. Manual performance assessment procedures, for instance, may be perceived as unfair and subjective, which lowers employee engagement and morale. Banks in Nepal must make investments in technology and automation to modernize their HRM procedures in order to meet this issue. This might involve developing self-service portals, implementing HR information systems, and tracking and analyzing HR data using analytics tools.

Another difficulty experienced by Nepali banks while implementing HRM practices is resistance to change. Employee resistance to changes in organizational structure or HR rules might make it difficult to put new procedures into place. The regulatory framework might make it difficult for banks to apply HRM practices in Nepal. Regulations that banks must follow, notably those pertaining to labor laws, might prevent them from implementing HR practices that would be successful in other nations. Several banks in Nepal don't spend money on employee training and development. This might restrict staff knowledge and abilities, which would be detrimental to the effectiveness of the organization.

Conclusion

In conclusion, there has been a considerable shift in HRM practices within the banking sector in Nepal. Banks have come to understand the value of efficient HRM procedures in attaining corporate objectives and enhancing employee engagement and satisfaction as the sector has developed and changed. Despite the progress, there are still a number of obstacles that Nepali banks must overcome in order to put in place efficient HRM procedures. Top talent attraction and retention, resource scarcity, cultural differences, lack of knowledge, reluctance to change, the regulatory environment, a lack of training and development, and restricted technology adoption are some of these problems. Banks in Nepal must invest in HRM strategies that are adapted to their unique circumstances in order to overcome these difficulties. Enhancing HRM procedures and accomplishing corporate goals, may entail greater investment in resources, training, and technology. A more comprehensive and all-encompassing approach to HRM practices that prioritizes employee growth, engagement, and retention is required for banks. Nepalese banks must also embrace diversity and inclusiveness in their HRM procedures, understanding the value of cultural sensitivity and diversity in creating organizational success. To provide employees with the skills and information they need to do their jobs well, they must create efficient training and development programs.

In order to improve data analysis, decrease mistakes, and simplify their HRM operations, Nepali banks must also utilize technology. This may entail installing self-service portals, tracking and analyzing HR data using analytics tools, and building HR information systems. In order to address the changing demands of their business and workers, Nepalese banks must continue to develop and adapt their HRM processes. Nepalese banks can fulfill their organizational objectives, raise employee engagement and happiness, and support the general expansion and improvement of the Nepalese economy by using sound HRM practices. To further simplify their HRM operations, lower mistakes, and enhance data analysis, Nepali banks must utilize technology and automation. Adopting HR information systems, putting self-service portals in place, and tracking and analyzing HR data using analytics tools may all be part of this. Nepalese banks must continue to innovate and adapt their HRM processes to suit the changing demands of their workers and the sector. Effective HRM practices may help Nepali banks accomplish their organizational objectives, raise employee engagement and happiness, and support the economy of Nepal in general.

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