

HRD Climate and Job Satisfaction of Public and Private Sector Banks

* *Adeep Sohal*
** *M. Venkatesan*

Abstract

The globalization era, technology changes, and fierce business competition have brought in new challenges to human resource managers in organizations. The literature survey reiterates that the congenial human resource development climate motivates employees to contribute to their maximum potential and promotes job satisfaction. In line with this, the present study was designed to analyze the relationship between the human resource development climate and job satisfaction and also to study the difference in human resource development climate and job satisfaction between public and private banking professionals. A sample of 80 banking professionals in Delhi was administered with the human resource development climate scale (Rao & Abraham, 1985) and job satisfaction scale (Spector, 1994). A positive correlation was found between HRD climate and job satisfaction in both public and private banking professionals. The general climate, which is a dimension of HRD climate, and operating conditions, which is a dimension of job satisfaction, were found to be significantly different between public and private banking professionals.

Key words: HRD climate, job satisfaction, public sector bank, private sector bank

JEL Classification: I00, J2, J4, J8, M00

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Human resource development in the organizational context is a process by which the employees of an organisation are helped in a continuous and planned way to (a) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles; (b) develop their journal capabilities as individual and discover and exploit their own inner potential for their own and /or organisational development purposes; and (c) develop an organisational culture in which superior-subordinate relationship, team work and collaboration among sub-units are strong and contribute to the professional well being, motivation and pride of employees (Rao & Abraham, 1986).

HRD Climate constitutes of General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proaction, and Authenticity & Collaboration) Culture. General Climate focuses on the extent and sincerity of the top management's intentions to treat employees as the most important resource and to invest in developing employee competencies. The OCTAPAC Culture underlines an organizational culture that has elements like an open and frank communication system, an environment of trust, opportunities to openly confront issues & suggest solutions, authority to make decisions at all levels and being innovative, encouraging proactive attitude aiding development, belief and faith in the management's objectives and a feeling of mutual cooperation amongst all employees. HRD Mechanism constitutes subsystems like promotion opportunities & fairness of

* *Assistant Professor*, Department of Management, Indian School of Business & Finance, New Delhi.

E-mail: adeepsohal@gmail.com

** *Associate Professor*, Department of Management, Indian Institute of Foreign Trade (IIFT), New Delhi.

Email: Venkatesan@iift.edu

performance appraisal, training and development, feedback mechanisms, career planning, rewards, employee welfare, quality of work life and human resource information systems.

A positive HRD Climate boosts employee morale and enhances job satisfaction and organizational commitment. Job Satisfaction refers to the pleasurable or emotional state that result from the evaluation of one's job or experiences relating to one's job (Locke, 1976). Various factors affect job satisfaction such as pay, promotion opportunities, supervision, relations with co-workers, communication, rewards, working conditions and nature of work. The two-factor theory of job satisfaction formulated by Herzberg et al. (1959) proposes that intrinsic factors (motivators) such as advancement, recognition, achievement and work itself are related to job satisfaction while extrinsic (hygiene) factors such as company policy, administration, supervision, salary, interpersonal relations and working conditions are associated with job dissatisfaction (Herzberg, F., Mausner, B., & Synderman, B. S., 1959).

The job characteristics model proposes five core dimensions as skill variety, task identity, task significance, autonomy and feedback that are of use in understanding how certain characteristics of jobs can intrinsically motivate employees and increase their level of job satisfaction and job performance (Hackman & Oldham, 1975). The psychological aspects of job satisfaction deal with motivation. When the organizational climate is conducive and tangible changes are introduced, it brings internal job satisfaction in employees. Thus, the external organizational factors contribute towards employee's internal motivation. Various motivators are used by organizations that contribute to job satisfaction. Moreover, provision of rewards and incentives further encourages employees to perform well. In other words, employees are positively reinforced on displaying the required behaviours necessary for organizational success. Thus, apart from motivation, the learning component of psychology is also indirectly involved in the organizations.

Job satisfaction is important not only for an individual's well-being but also for the organization's success. There exists a relationship between employee levels of job satisfaction and outcome variables, such as employee and organisational performance. Several studies have indicated a positive relationship between job satisfaction and variables like performance, organizational commitment and customer satisfaction. On the other hand, absenteeism and employee turnover are inversely correlated with job satisfaction.

Thus, a healthy HRD climate and high levels of job satisfaction are a boon for an organization that wants to be dynamic and growth oriented in the current scenario of fierce competition and ever-changing environment. Banks are the backbone of our country and understanding the variables of HRD Climate and Job Satisfaction are of prime significance for the welfare of the economy as a whole. Thus, this particular study aims at studying the dimensions of HRD Climate & Job Satisfaction in the Banking sector. As these variables of HRD Climate and Job Satisfaction are assumed to be significant, it becomes important to first review the studies conducted in India in this context.

The role of HRD is indispensable in any business organization. All the business propositions should revolve around the varied activities of the human resources. A healthy workforce in the organization would bring in more meaningful results. In order to sustain the varied activities of human resources, it is organization responsibility to provide a healthy and conducive climate to work with. In case if we get quality human resources, which is creative and technologically advanced; this would take the organization to growth path and it would also bring in valuable outcome for the organization. In case if the same human resource is utilized optimally, it would add value not only to production, it may also lead to sustainable growth for the organization and country as well. In India there are some priority sectors, where Government of India is more interested in investing on human resource, which in return would bring in better service delivery and quality product as well. In addition to Mahanavrathan's and Navrathan's a few public sectors like banking, insurance, finance, and oil and gas have contributed very meaningfully for India's economic development. Having said all it is imperative to acknowledge the contribution made by human resource in making the aforesaid sectors as priority sectors for government.

In these context, we would like to take banking sector as part of our study and further we would like to explore

the contribution made by human resource, and the human resource climate based on which they work, their job satisfaction, would through some light on the present study. It is worth, to look at the responses given by the employees, in order to get to know the reality as well as future prospects of the selected sector i.e. banking.

Review of Literature

This review of literature intends to examine studies done with respect to HRD Climate and Job Satisfaction in the general context as well as specific to the Banking Sector in the Indian context. Among the very first studies conducted in the area of HRD climate was by Rao and Abraham (1986) who found that the general HRD climate among 41 organizations in India appears to be at an average level. In another study, Rao and Abraham (1999) found that HRD climate is a powerful intervening variable in translating HRD practices into profit.

Mishra and Bhardwaj (2002) carried out a HRD climate survey in a private sector organization in India and found that the HRD climate was good. Srimannarayana (2001) identified below average level of HRD climate in a software organization in India. However, Agarwala (2002) found that the HRD climate was significantly more developmental in IT industry when compared to the automobile industry. Khan and Tarab (2012) identified above average level of HRD climate in a private sector organization in India.

Venkateswaran (1997) found that a favourable HRD climate was prevalent to a large extent in the public sector organizations studied. Purang (2006) found the HRD Climate in private and multinational organizations as being significantly better in comparison to public sector organizations.

Srimannarayana (2007) conducted a study in local bank of Dubai and found that a good HRD climate was existing in the organization. He analysed the differences in the perception of HRD climate on the basis of demographic variables of employees. According to Pillai (2008), the HRD climate existing in banks was found to be moderate.

Moreover, the dimensions of HRD Climate were also found to be positively linked towards enhancing organizational commitment (Purang, 2008). A study by Kanamarlapudi and Vangapunda (2013) revealed that the overall percentile of the HRD climate in Commercial Bank of Ethiopia was 63.75, indicating the presence of a 'good' HRD climate in the examined branches of the Commercial Bank of Ethiopia.

With regard to Job Satisfaction, several studies have attempted to identify the factors affecting job satisfaction. One such study by Abdullah et al., 2011 found wages as the main factor for job satisfaction although factors such as the promotion, recognition of work, and employee loyalty are also considered.

Sowmya and Panchanatham (2011) identified factors influencing job satisfaction of employees of banking sector in Chennai and found pay & promotions as having the highest percentage of variance. Additionally, job satisfaction is important for the organizations as it is associated with increased output, efficiency of the organization, loyalty with the organization, and reduced absenteeism and earnings (Ellickson & Logsdon, 2001). However, if employees are not satisfied with the job then it may cause turnover intentions, increasing costs, decreasing profits and ultimately customer unhappiness with the organization (Zeffane, Ibrahim, & Mehairi; 2008).

Shrivastava and Purang (2009) indicated that private sector bank employees in India perceived greater satisfaction with pay, social, and growth aspects of job as against public sector ones who expressed greater satisfaction with job security. Another study by Islam and Saha (2001) in their study of job satisfaction of bank officers in Bangladesh found that private sector banks in Bangladesh are comparatively more satisfied than public sector banks.

Studies have also been conducted to examine the relationship between HRD Climate and Job satisfaction. One such study by Rohmetra (1998) found that job satisfaction was positively associated with HRD Climate.. Another study conducted in public sector undertaking found that HRD Climate has a definite impact on Job Satisfaction which in turn leads to the increased organizational performance. (Solkhe & Choudhary, 2011).

From the literature review, it is evident that HRD Climate and Job Satisfaction have a significant impact on organizations and also that there exists a positive relation between these variables across organizations. However, there still exists loose ends in this area which I'm trying to connect through my study. As a need for further research is necessary, at this moment, I have taken specific organization (banks) due to time constraints.

For the success of banking, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Workforce of any bank is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in banks determine not only the performance of the bank but also affect the growth and performance of the entire economy (Thakur, 2007).

Objectives of the Study

- (1) To assess the relationship between HRD climate & job satisfaction of public & private sector bank employees.
- (2) To assess the difference in HRD climate & job satisfaction between public & private sector bank employees.

Hypotheses

- **H1:** There will be significant correlation between HRD climate & job satisfaction among public sector bank employees.
- **H2:** There will be significant correlation between HRD climate & job satisfaction among private sector bank employees.
- **H3:** There will be significant difference between the dimensions of HRD climate among public & private sector bank employees.
- **H4:** There will be significant difference between the dimensions of job satisfaction among public & private sector bank employees.

Methodology

(1) Sample : The research study was conducted in the year 2013 by surveying 80 bank employees in Delhi. Data was collected from a leading nationalized public sector bank and a leading multinational private sector bank. Sample includes 40 staff from public and 40 staff from the private sector bank. Simple random sampling technique was used to pick the respondents for this study.

(2) Data Collection : The data required for the study was collected from both primary and secondary sources. The primary data was collected from the 80 respondents using a structured questionnaire. Secondary data was collected using books, journals, magazines, and the Internet.

(3) Measuring Tools : For this present study, the 'HRD climate survey' developed by T.V. Rao and E. Abraham (1990) was used. It consists of 38 items on a three facet scale referred to as 'General climate,' 'OCTAPAC culture,' and 'HRD mechanisms'. It is a 5 - point rating scale ranging from 1 (*Not at all True*) to 5 (*Almost Always True*). The reliability of this scale was .972.

On the other hand, for assessing job satisfaction, the job satisfaction survey invented by Spector (1994) was used. It consists of 36 items, nine facet scale. Each facet is assessed with four items, and a total score is computed

Table 1: Coefficient of Correlation Among the Variables of HRD Climate and Job Satisfaction in the Public Sector Bank (N = 40)

Dependent Measure	Pay	Promotion	Supervision	Fringe Benefits	Contingent Rewards	Operating Conditions	Co-Workers	Nature of Work	Comm-unication	Total Satisfaction
General Climate	0.34*	0.45**	0.42**	0.35*	0.35*	-0.33*	0.33*	0.58**	0.54**	0.53**
OCTAPAC	0.23	0.41**	0.35*	0.27	0.31*	-0.28	0.25	0.51**	0.44**	0.44**
HRD Mechanism	0.32*	0.51**	0.38*	0.37*	0.36*	-0.21	0.25	0.50**	0.53**	0.53**
Overall HRD Climate	0.30*	0.47**	0.39**	0.34*	0.35*	-0.28	0.28	0.55**	0.52**	0.52**

* $p < 0.05$, ** $p < 0.01$

from all items. It is a six point rating scale ranging from 1 (*Disagree very much*) to 6 (*Agree very much*). The reliability of this scale was .901.

(4) Statistical Analysis : The primary data collected from the respondents is analyzed by descriptive & inferential statistical techniques:-

(i) Pearson's product-moment correlation coefficient is used to analyze the correlation of HRD climate & job satisfaction among public and private sector banks.

(ii) The *t*-test is used to analyse the difference in HRD climate & job satisfaction between public & private sector banks.

Results and Discussion

In this section, the results of the statistical techniques used to test the study's hypotheses are presented and interpreted. Table 1 present's coefficient of correlation between HRD Climate variables viz. General climate, OCTAPAC Culture, HRD Mechanisms and overall HRD Climate and area wise job satisfaction of public sector bank.

General Climate was found to be positively correlated with all the nine dimensions of Job satisfaction except the sixth dimension (Operating Conditions) where it was negatively correlated. This negative correlation implies that any positive change in General climate may not bring about positive change in satisfaction with operating conditions of job or vice versa. However, the Overall General Climate was found to be positively correlated ($r = 0.53, p < 0.01$) with overall job satisfaction.

OCTAPAC Culture was also found to be positively correlated with all the dimensions of job satisfaction except areas of Pay, Fringe Benefits and Co-workers where there was no significant correlation. It was noted that OCTAPAC culture was negatively correlated with operating conditions although the correlation was not significant. Overall OCTAPAC culture was found to be positively correlated ($r = 0.44, p < 0.01$) with overall job satisfaction.

HRD Mechanisms was found to be positively correlated with all the dimensions of job satisfaction except area (Co-workers) where there was no significant correlation. On the contrary, there exists a negative correlation between HRD Mechanisms and Operating Condition although non-significant. Overall HRD Mechanisms was significantly correlated ($r = 0.53, p < 0.01$) with overall job satisfaction.

Coefficient of correlation was also computed between overall HRD Climate and dimension wise job satisfaction.

There was a positive correlation between overall HRD climate and all the nine dimensions of job satisfaction except dimension sixth (Operating conditions) and dimension seventh (Co-workers) where the correlation was found to be non- significant. Overall HRD climate was found to be positively correlated ($r = 0.52, p < 0.01$) with overall job satisfaction.

Table 2. Coefficient of Correlation Among the Variables of HRD Climate and Job Satisfaction in the Private Sector Bank (N = 40)

Dependent Measure	Pay	Promotion	Supervision	Fringe Benefits	Contingent Rewards	Operating Conditions	Co-Workers	Nature of Work	Comm-unication	Total Satisfaction
General Climate	0.55**	0.57**	0.44**	0.58**	0.64**	0.18	0.49**	0.67**	0.50**	0.70**
OCTAPAC	0.50**	0.72**	0.44**	0.62**	0.54**	0.05	0.51**	0.74**	0.56**	0.71**
HRD Mechanism	0.63**	0.66**	0.48**	0.61**	0.67**	-0.01	0.51**	0.69**	0.67**	0.75**
Overall HRD Climate	0.60**	0.69**	0.48**	0.64**	0.65**	0.07	0.53**	0.74**	0.61**	0.76**

* $p < 0.05$, ** $p < 0.01$

The hypothesis H1 i.e “there will be significant correlation between HRD climate & job satisfaction among public sector bank employees” is accepted, as it is evident from the result of Table 1. As the findings of Table 1, indicate that when General Climate, OCTAPAC Culture and HRD Mechanisms is good, then job satisfaction is also good. If overall HRD climate is favourable then overall job satisfaction is also favourable as evident from $r = 0.52$ ($p < 0.01$) and there exists a positive correlation between HRD climate and job satisfaction in public sector bank. The findings is supported by the study done by Srivastava (1987) who reported a significant correlation between job satisfaction and organizational climate in a study of junior and middle level central government officers. Solkhe, A., Chaudhary, N. (2011) also studied the relationship between HRD climate and job satisfaction among 71 executives of a public sector enterprise and reported a positive correlation between HRD climate and job satisfaction.

Table 2 present's coefficient of correlation between HRD Climate variables viz. General climate, OCTAPAC Culture, HRD Mechanisms and overall HRD Climate and dimension wise job satisfaction in private sector bank. General Climate was found to be positively correlated with all the dimensions of job satisfaction except dimension (Operating Conditions) where there was no significant correlation. It was found that General Climate was highly positively correlated ($r = 0.70$, $p < 0.01$) to overall job satisfaction.

OCTAPAC Culture was also found to be positively correlated with all the dimensions of job satisfaction except area (Operating Conditions), there was no significant correlation. Overall OCTAPAC culture was found to be highly positively correlated ($r = 0.71$, $p < 0.01$) with overall job satisfaction.

HRD Mechanisms was found to be positively correlated with all the dimensions of job satisfaction except area (Operating Conditions). Herein, a negative correlation was found between HRD Mechanisms and operating conditions, however, it was not significant. Overall HRD Mechanisms was highly positively correlated ($r = 0.75$, $p < 0.01$) with overall job satisfaction.

Table 3. Mean, Standard Deviation, Standard Error Difference, *t* values and *p* values on the Dimensions of HRD Climate of Public and Private Sector Banks (*df* =78)

Dimensions of HRD Climate	Groups	Mean	SD	SED	<i>t</i> value	<i>p</i> value
General Climate	Public	3.22	0.80	0.17	2.02	0.04*
	Private	3.57	0.75			
OCTAPAC Culture	Public	3.27	0.76	0.16	1.29	0.20
	Private	3.48	0.70			
HRD Mechanisms	Public	3.23	0.79	0.18	1.62	0.10
	Private	3.52	0.81			
Overall HRD Climate	Public	3.24	0.76	0.16	1.70	0.09
	Private	3.52	0.71			

* $p < 0.05$, ** $p < 0.01$

Coefficient of correlation was also computed between overall HRD Climate and dimension wise job satisfaction. There was a positive correlation between overall HRD climate and all the dimensions of job satisfaction except area (Operating conditions) where the correlation was not significant. Overall HRD climate was found to be highly positively correlated ($r=0.76, p<0.01$) with overall job satisfaction.

The second hypothesis (H2) that “there will be significant correlation between HRD climate & job satisfaction among private sector bank employees” is accepted, as it is evident from Table 2. As the findings of Table 2, indicate that overall there was a positive correlation between HRD climate and job satisfaction in private sector bank.

The findings is supported by the study done by Mishra (1999) who reported that a healthy HRD climate certainly bolsters the overall internal environment of the organization, fosters employee commitment, involvement and satisfaction with the job. Another study that supports our finding is, Chhugani, M. (2008) found that there was a positive correlation between HRD Climate and job satisfaction in both public and private hospital amongst nursing staff.

Table 3: present's Mean, Standard Deviation, Standard Error Difference, t values and p values on the dimensions of HRD Climate of public and private sector banks. General Climate as a dimension of HRD climate was found to be significantly different between public ($M=3.15, S.D.=0.80$) and private ($M=3.57, S.D.=0.75$) sector banks; $t(78)=2.02, p=0.04$. This implies that the General Climate of private sector bank was perceived to be more favourable by the employees than the public sector bank. The private sector bank employee's perception that the top management regards them as the most important resource and intends to invest in developing their competencies is much higher than the public sector bank employees.

On the other hand, no significant difference was found in the OCTAPAC dimension of HRD Climate between public and private sector bank. Both public and private sector employee's perception are similar with respect to a work culture implying an open and frank communication system, an environment of trust, authority to make decisions at all levels and being innovative, encouraging proactive attitude aiding development, and a feeling of mutual cooperation amongst all employees.

Similarly, no significant difference was found in HRD Mechanisms, dimension of HRD Climate between public and private sector bank. This implies that both public and private sector employees perception are more or less similar with respect to certain HRD subsystems like fairness of promotion opportunities, training and development, feedback mechanisms, career planning and reward systems. The t - test was also computed for Overall HRD Climate. There was no significant difference in overall HRD Climate between public & private sector banks. This implies that the HRD Climate perceived by the public and private sector banks employees was the same.

The third hypothesis (H3) that “there will be significant difference between the dimensions of HRD climate among public & private sector bank employees” is partially accepted, as it is evident from Table 3. As the findings of Table 3, indicates that there is a significant difference was found in General Climate (dimension of HRD climate) between public and private sector banks. On the contrary, no significant difference was found in OCTAPAC Culture and HRD Mechanisms (dimensions of HRD climate) between public and private sector banks. This result is consistent with the findings of Agrawal (2005) who reported that the HRD philosophy, practices and measures were positively and actively perceived by the bank employees with no genuine difference between public and private sector.

Table 4 presents mean, standard deviation, standard error difference, t values and p values on the dimensions of job satisfaction of public and private sector banks.

There was no significant difference found in the dimensions of job satisfaction except for the sixth dimension (Operating Conditions). Operating Conditions was found to be significantly different between public ($M=3.09, SD=0.58$) and private ($M=3.54, SD=0.72$) sector banks, $t(78)=3.02, p=.00$. The employees of private sector banks are more satisfied with their operating conditions than the public sector banks. This may be attributed to a

Table 4. Mean, Standard Deviation, Standard Error Difference, *t* values and *p* values on the Dimensions of Job Satisfaction of Public and Private Sector Banks (*df* =78)

Dimensions of Job Satisfaction	Groups	Mean	S.D.	SED	<i>t</i> value	<i>p</i> value
Pay	Public	3.96	0.69	0.18	1.47	0.14
	Private	3.69	0.92			
Promotion	Public	3.71	1.07	0.21	0.88	0.38
	Private	3.89	0.82			
Supervision	Public	4.45	1.00	0.21	0.33	0.74
	Private	4.38	0.87			
Fringe Benefits	Public	3.98	0.94	0.20	0.80	0.42
	Private	3.82	0.86			
Contingent Rewards	Public	3.72	0.85	0.20	1.24	0.21
	Private	3.96	0.91			
Operating Conditions	Public	3.09	0.58	0.15	3.02	0.00**
	Private	3.54	0.72			
Co-Workers	Public	4.46	0.89	0.17	0.22	0.82
	Private	4.43	0.59			
Nature of Work	Public	4.72	0.80	0.20	0.79	0.43
	Private	4.56	0.96			
Communication	Public	4.24	1.12	0.24	0.34	0.73
	Private	4.32	0.98			
Total Satisfaction	Public	4.03	0.60	0.14	0.26	0.79
	Private	4.07	0.63			

p*<0.05, *p*<0.01

culture of less red tapism, fewer rigid rules and lesser paperwork which is more prevalent in the private sector than public sector.

On the contrary, no significant difference was found in the dimensions of Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Co-workers, Nature of work and Communication between public & private sector banks. This implies that the employees of the two banks are more or less equally satisfied with the above mentioned dimensions of job satisfaction. The *t*-test was also computed for Overall Job Satisfaction. There was no significant difference in overall job satisfaction between public & private sector banks. This implies that the level of job satisfaction in public and private sector banks employees was more or less the same.

The fourth hypothesis (H4) that “there will be significant difference between the dimensions of job satisfaction among public & private sector bank employees” is partially accepted, as it is evident from Table 4. As the findings of Table 4 indicates that there is a significant difference was found in Operating Conditions (dimension of job satisfaction) between public and private sector banks. On the contrary, no significant difference was found in Pay, Promotion, Supervision, Fringe Benefits, Contingent Rewards, Co-workers, Nature of work and Communication (dimensions of job satisfaction) between public and private sector banks.

This becomes an interesting finding since most of the research proves that there is a difference in the job satisfaction levels between public and private sector banks such as a study by Shrivastava and Purang (2009) indicated that private sector bank employees in India perceived greater satisfaction with pay, social, and growth aspects of job as against public sector ones who expressed greater satisfaction with job security. Perhaps, the reason in our case can be attributed to the working environment and pressure of top management to do more

business in this current competitive market. Today customers are much more aware about banking services and banks try to attract these customers which create stiff competition between banks. Consequently, the banks try to deal with the competition by motivating their employees so that the employees are happy and inspired to give the best possible services to the customers in order to both create and retain their customer base.

Managerial Implications

The results of the present study have future implications for the public sector bank. The management should focus on various aspects of the HRD Climate and make it more congenial for the employees so as to enhance the employee's job satisfaction levels. Conversely, various aspects of job satisfaction can be improved which will also contribute positively towards the HRD Climate. A happy, motivated and satisfied employee can contribute significantly towards enhancing the bank's performance and banks are indeed a backbone of our country.

The results of the present study also have future implications for the private sector bank. In order to survive the threats of competition and constant change, the management should focus on making the HRD climate more congenial so as to boost the employees overall satisfaction with the job. When employees perceive an organizational climate that is just, fair and sensitive to their needs; it enhances their morale and boosts their sense of satisfaction with the job. The resultant is higher performance, lower absenteeism and lower employee turnover. Thus, the bank should focus on the various aspects of HRD climate and job satisfaction as there exists a positive relationship between the two.

In general, the psychological climate should be made more conducive to employee development and HRD mechanisms that focus on employee welfare should be emphasised upon. The employees should receive compensation and benefits that are at par with the industry standards; promotion opportunities should be fair and rewards should be provided to instil a sense of pride, satisfaction and well-being amongst the employees.

Conclusion

A healthy HRD climate and high levels of job satisfaction contribute effectively towards organizational effectiveness. On the whole, the study finds the existence of a just above average HRD Climate and Job Satisfaction in both public and private sector banks as indicated by the employees perceptions sought through the questionnaires. Thus, there exists scope for making improvements in various aspects of HRD and Job Satisfaction in the banks. The finding of the study revealed that there was a significant and positive association between HRD climate and job satisfaction of employees in both public and private sector banks. This finding adds to the scarce existing literature which attempts to discover the relationship between HRD climate and job satisfaction in the Indian context.

The results of the study also revealed a significant difference in the level of General Climate (dimension of HRD Climate) between public sector and private sector banks with private sector banks perceiving the General Climate to be much more favourable than the public sector banks. The reason may perhaps be attributed to the perceptions of the private sector bank employee's that the top management regards them as the most important resource and intends to invest in developing their competencies as being much higher than the public sector bank employees. Also, Operating Conditions (dimension of Job Satisfaction) was found to be significantly different between public and private sector banks with private banks employees being more satisfied on this dimension than the public sector bank employees. This result may be attributed to a culture of less red tapism, fewer rigid rules and lesser paperwork which is more prevalent in the private sector than public sector. This study is thus useful for assessing the differentiation between public & private sector in the banking domain.

Conclusively, the study is useful for understanding the link between HRD climate and job satisfaction and also

for analysing the difference between public and private sector banks. Thus, the study makes a significant contribution to the existing literature available on HRD climate and job satisfaction in the Indian context.

Limitations of the Study and Scope for Further Research

There exist certain limitations to the study. The study is restricted to specific sector, namely banking sector, and hence the results may not be generalized to other sectors. Thus a research can be made to study HRD Climate and job satisfaction in sectors other than banking sector. Secondly, the sample size of the study is relatively small and the sample belongs to Delhi, therefore the result cannot be generalized to other samples. Thus the focus for future research should include a large sample and from different states. Thirdly, no other variables are included in the study for analysis such as demographic or personal information. Thus a research can be made to study the impact of personal and demographic variables on HRD Climate and job satisfaction. Conclusively, the study is useful for understanding the link between HRD climate and job satisfaction and also for analyzing the difference between public and private sector banks. Thus, the study makes a significant contribution to the existing literature available on HRD climate and job satisfaction in the Indian context.

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