

A Study on Impact of Human Resource Development (HRD) Policies and Practices on the Employee Efficiency and Job Satisfaction of Employees in the Selected Banks

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Abstract

The present study is aimed at studying the effect of Human Resource Development (HRD) policies and practices on the efficiency and job satisfaction of employees of selected banks in India. In a fast-changing service landscape where the banking sector is digital, automated and increasingly expects customers to have higher expectations, banks are increasingly depending on systematic HRD interventions such as training and development, performance appraisal, career planning, employee involvement etc. to strengthen the capability of their workforce. A quantitative research design was used and primary data was collected using a structured questionnaire from a sample of 120 employees of the State Bank of India, Bank of Baroda, HDFC Bank, ICICI Bank and Axis Bank. The respondents were from varied designations, age groups and experience. The collected data were analysed with the aid of Statistical Package for Social Sciences (SPSS). Demographic features of the sample were described and simple linear regression was used to test hypotheses of the relationships. The findings showed that HRD policies and practices have a positive and statistically significant impact on the efficiency of its employees, suggesting that it is a developmental effort that improves the knowledge, skill and operational performance of its employees. The direction of the correlation with job satisfaction was positive, however, the relationship was not statistically significant, indicating that there are other organizational factors that affect job satisfaction apart from HRD. The results reflect the criticality of HRD in enhancing the work capability of the employees in the banking sector of India and also points out the need of other factors to ensure higher level of satisfaction amongst employees. The study provides empirical insights that are valuable for bank management to incorporate into its human-resource management strategies to meet its performance and employee-well-being objectives in a technology-intensive environment.

Keywords: Human Resource Development, Employee Efficiency, Job Satisfaction, Banking Sector, Training and Development, Performance Appraisal, SPSS.

Introduction

Human Resource Development (HRD) has become a strategic thrust in banking industry in India as banking institutions require not only financial resources and technological infrastructure but also knowledge, skills, motivation and commitment of employees for their effectiveness. Operating in a very service-oriented environment, banks have to deal directly with their customers, manage the processing of financial transactions, deliver financial advice and manage more and more advanced digital banking systems. The nature and effectiveness of human resources is thus directly related to the capacity of banks to deliver reliable, responsive and customer-focused services. HRD policies and practices involve activities like recruitment and selection, training and

development, performance appraisal, career development, employee participation, rewards, communication and employee welfare. More and more these practices are perceived as ways for banks to build the skills of their staff and connect individual performance with organizational goals (J and Rao 2016).

Economic liberalisation and reforms, technological advancements and the growth of private and digital banking have ushered in significant changes in the Indian banking sector. Internet banking, mobile banking, automation, artificial intelligence, data analytics and fintech services have reshaped the dynamics of bank careers and established a need for ongoing skill development. In the digital banking era, with the advent of internet banking, mobile banking, automation, AI, data analytics and fintech-

based services, the nature of banking jobs has shifted, and there is a continuous need for skill development. The skills required for employees include traditional banking expertise, digital skills, customer management, problem-solving and adaptability to technology. Human resource development, as a process, should not be confined to traditional personnel management, but rather an integral part of the business strategy in preparing employees to face new operational and competitive needs. The study of the Indian banking institutions revealed that training and development are important factors for a positive role on organisational performance, and that performance appraisal and employee involvement can play a positive role in performing them, which proves that HR practices should be designed in a proper way to build a competent workforce.

Effective HRD in banking is a significant determinant of employee efficiency, which is essential in banking activities for the operations to be accurate, fast, productive, and quality service. Training and Development programmes may enhance the knowledge and skills of the employees and performance appraisal may give feedback about their strengths and weaknesses and areas for improvement. In a similar way, employee participation/involvement can lead to increased responsibility and commitment to the organisation. Research in Indian banking indicates that HRM practices like providing extensive training, clear job descriptions, incentivizing performance, participation and teamwork, are found to have a positive and significant relationship with the banking performance. HRD can, thus, help in enhancing the efficiency of the employees by ensuring the employees have the competencies to effectively carry out their assigned duties in any banking process and adjust to the changing banking processes (Muduli, A., Verma, S., Choudhary, A., & Singh 2024).

Employee efficiency must not be evaluated without taking into account employee satisfaction. Job satisfaction is the positive or negative assessment that employees make of their work, working conditions, working relationships, recognition, career prospects and rewards. Banking employees often have to deal with a heavy workload, performance targets, customer demands and technological shifts. HRD practices that deliver meaningful training, career opportunities, equitable

performance assessment, and recognition along with supportive organisational relationships can enable employees to experience greater organisational support and professional development. Another public and private sector banking study revealed that HRD climate has a significant relationship with job satisfaction, which implies that an HRD climate that is favorable to development is important in motivating employees to contribute their potential. Likewise, studies conducted on the Syndicate Bank and Karnataka Bank discussed HRD practices' role in job satisfaction among employees (Sohal and Venkatesan 2016).

In the banking industry, employee satisfaction and efficiency are closely tied because employees' attitudes can impact their motivation to work, communicate with customers and collaborate with the organisation toward the goals. Contented workers will be more inclined to exhibit constructive attitudes at work, organisational engagement and commitment to work duties. Empirical studies have been performed in the banking sector that provide further evidence of the connection between employee satisfaction and employee performance, highlighting the significance of taking employee health and wellbeing alongside performance into account. HRD practices thus can affect employee efficiency and satisfaction, through multiple mechanisms: Development opportunities can lead to competence, fair appraisal can lead to recognition and feedback, career development can lead to motivation, and employee participation can lead to increased involvement (Mishra, Singh, and Tripathy 2025).

Another important context in which to look at the differences between public and private sector banks in their HRD practices is the Indian banking sector. While there is a common financial context to both, there may be variations in organisational culture, expectations of performance, training, career development, compensation, and employee development. Studies indicate that technology skill development, formation of intellectual capital, talent management, adaptation to new regulations, and the motivation and retention of employees are becoming areas of increased importance for Indian banks to pay attention to. The developments render the need for comprehensive policy assessment for HRD a crucial area to explore if working practices

are well aligned to support staff in a fast-changing banking sector.

HRD/HRM activities in Indian banks have shifted from business administration to business strategic planning activities relating to employee competencies, organizational performance and professional development. The study conducted among bank staff in India identified recruitment and selection, training and development and employee involvement and performance appraisal as the factors pertinent to the development of various aspects of employee competencies. This implies that the success of HRD policies is to be judged not just on having these policies in banks, but on their perceived effectiveness to enhance employee capability, effectiveness and satisfaction.

In this backdrop, the present study comes in the light of the effect of HRD policies and practices on employee's efficiency and job satisfaction of employees in banks. The study is important as employees are one of the most important resources that would be used to provide services in the banking sector, and the current banking climate requires employees to be prepared to learn, adapt and perform. A detailed analysis of HRD practices in relation to employee efficiency and job satisfaction may lead to better understanding of the role of employee training, performance appraisal, career development, employee participation and related developmental practices with respect to employee outcomes. This evaluation can also help banking institutions pinpoint areas for the enhancement of HRD policies to develop a more capable, efficient and pleased workforce. Therefore, effective HRD can play an important role in building the sustainability of employee and organizational effectiveness in the Indian context, where banking is undergoing a technology revolution, new competition, and evolving customer expectations.

1. Objectives

- To examine the impact of HRD policies and practices on employee efficiency among employees of selected government and private sector banks.
- To assess the influence of HRD policies and practices on the job satisfaction of employees in the selected banks.

2. Literature

(P. Radha and P. S. Aithal 2024) have discussed about the multifaceted role of Human Resource Management (HRM) in the banking industry and its importance in enhancing the efficiency of the organization, productivity of employees, service quality to the customers, innovation and performance of the organization. The authors pointed out that human resources in banking industry are very critical since they directly engage with customers, in financial operations, in service provisioning and technological innovations. The study was concentrated on the key areas of HRM like Recruitment, Training and Development of employees, Performance Management, Employee Engagement, Culture, Diversity and Inclusion. The authors suggested that good recruitment and selection policies are helpful in attracting competent staff and systematic training and development programmes are useful in improving the skills of staff members and their ability to cope with the changing banking technologies and customer needs. Another important HRM mechanism identified was performance management as effective appraisal and feedback systems can enhance employee productivity and ensure that employee performance is in line with the objectives of the organization. The study also highlighted some of the current issues related to technological advancements, regulatory needs, evolving skill requirements and recent developments in banking which are related to artificial intelligence and data analytics. The authors say that the HR professionals have opportunities and challenges due to technological transformation of which banks need to take strategic and adaptive HRM approaches. The study also highlighted the need for cultivating a positive organizational culture and embracing diversity and inclusion for sustainable organizational development. From the findings of the study, it was concluded that with strategic integration of HRM practices, banking institutions can make their resilience and effectiveness stronger in the long run. The study has relevance to the present study as it provides conceptual linkage between HR practices and efficiency of the employees as well as suggests that training, engagement, employee performance management and supportive organizational culture can help improve the efficiency of employees in the banks.

The study by (Tidke 2024) examined how HRM practices impact job satisfaction and organizational commitment among employees in the banking industry in India. Job satisfaction and employee commitment were identified as key areas of Human Resource Management, as employees with positive perceptions of their job and with high levels of commitment are likely to have positive attitudes at work, better performance, and high levels of participation in the organization. The study focused on the HRM-related factors identified from the literature that would impact employees' satisfaction and organizational commitment, namely: job security, salary, training and development, equity, top management attitude, and work autonomy. The researcher has collected primary data from 100 employees of private and public sector banks of Ahmedabad by designing a standardized questionnaire to check the perception of the employees. The presence of employees of both types of banks allowed the study to consider the HRM practices in different banking environments. The responses collected were then statistically analyzed using a one-sample test and chi-square test. The statistical tools used were to evaluate the employees' perceptions of HRM practices and to find out associations between demographic characteristics and the levels of job satisfaction. The study pointed out that HRM practices are more than just administrative work and can significantly influence employees' experiences in the workplace. However, the factors of remuneration, job security, training opportunity and development, fairness, positive attitude of management and autonomy were found to be the important ones in explaining the employee satisfaction. Job Satisfaction is one of the key outcomes which are examined in relation to HRD policies and practices and hence the present study is important and provides important evidence to this study. Furthermore, the book has concentrated on the employees of Indian banks, making it very relevant to the Indian scenario. However, the relatively small sample size and the geographical concentration of the sample in Ahmedabad suggests the need for wider studies with larger sample size and across different regions and banking institutions. The present study is therefore relevant to the need to address HRD practices with respect to the employee efficiency and job satisfaction.

In a world shaped by the COVID-19 pandemic, economic instability, political unrest, and rapid technological change, (Cooke, Dickmann, and Parry 2022) suggested a new paradigm of HRM – human-centred HRM (HCHRM) – for developing sustainable workforces, organizations, communities and societies. The authors claimed that the pandemic's impact went beyond the turmoil of the economy, and that it had a profound impact on employment relations, working arrangements, employee wellbeing and organizational processes. Hence, they highlighted the importance of HRM systems where human needs, sustainability, equality and employee welfare are at the heart of organizational decision making. The study included a specific focus on the implications of Digital technology and remote working arrangements for employees from various socio-economic backgrounds. The authors proposed that technological change does not impact all workers equally and could create new inequalities and exclusion, as well as new inequalities and differences of power in the workplace and in the labour market. Therefore, HR managers should take digitalization effects into account when designing policies and practices for their workforce, taking into account the differential effects. The paper also argued for more robust in-depth qualitative research to better comprehend the new workplace phenomena arising from technological shifts and the recovery from the pandemic. The authors claim that such studies can help inform the development of appropriate policies to prevent further reinforcing of existing socio-economic inequalities and exclude people from the workplace. The study also helped to advance the theory of HRM by prompting academics to rethink traditional HRM models when applied to the new employment landscape. Its conclusions are applicable to the current study as employee efficiency and employee satisfaction cannot only be measured by the traditional HR practices. There has been a growing focus on training, employee support, flexible working arrangements, technological adaptation, organisational inclusion and employee welfare, which have a significant impact on the employee's experience and performance. This human centred emphasis by Cooke, Dickmann and Parry is therefore a very useful theoretical lens on which to explore how policies and practices in contemporary

HRD seek to simultaneously enhance employee effectiveness and satisfaction in banking.

(YAMOAH and AMOAKO 2024) looked into how Human Resource Development (HRD) practices affect employee performance in community banks and focused on employee competence as the mediating variable. The study used an explanatory research design and epistemic approach was positivist. The data for the study was primary data which were obtained during a period of three months by presenting self-administered questionnaires to 254 Ashanti Region, Ghana, employees of three dominant community banks. The respondents were selected through stratified random sampling technique that allowed representation of employees from relevant groups in the organization. The researchers used the Partial Least Square Structural Equation Modelling (PLS-SEM) to examine the relationship between HRD practices, employee competence and employee performance. The results showed that the HR practices are positively correlated with employee performance with significant relationship, which suggests that good HRD practices can be helpful to achieve better employee outcomes. The analysis also showed that there was a clear and positive correlation between HRD practices and competence of employees. Importantly, it was revealed that employee competence moderated the impact of HRD practices on employee performance. This discovery implies that the effects of HRD interventions are not just direct but also go beyond it and build the knowledge, skills, and abilities of employees. Thus, the study concluded that HRD strategies should be implemented beyond the traditional training programmes and include the application of knowledge, organizational learning, and a learning culture in the bank. The research also showed the 'proof of the pudding' value of HRD for the community banks as better capabilities of their employees can play a significant role in the enhancement of their organizational functions, financial inclusion and in rural economic development. The cross-sectional design, however, restricted the ability to make definite causal inferences. However, this drawback does not detract from the fact that the study is a strong empirical basis to consider HRD as a factor affecting employee efficiency. The result of this study are of direct relevance to the present study in that competent employees is one of the mechanisms that

the HRD practices can use to enhance the employee efficiency. However, the banking-sector context is relevant, and the Ghanaian context suggests that similar empirical research needs to be conducted in Indian banks.

(A. and ASOTHAI 2025) explored how Human Resource Development (HRD) practices contribute to employee engagement in the dynamic and service-oriented Banking industry. The study used a synthesis narrative review method and reviewed the national and international literature on the subject of HRD interventions, training and development, career planning, performance appraisal, organizational learning, employee welfare and HRD climate. These practices were analyzed using three theoretical frameworks: Social Exchange Theory, Job Demands-Resources (JD-R) Model, and Self-Determination Theory. The review found that HRD practices are important processes in reinforcing the psychological bond between employees and their organizations and improving employees' willingness to engage in organizational goals. Training and development were identified as key to enhancing the skills of employees and career planning and mentoring were linked to opportunities for continued engagement and professional development. Likewise, it was observed that employee welfare and HRD climate of the work place were also important in establishing work place conditions. The review also highlighted emerging areas like creativity, e-learning, organizational learning, technology-enabled HRD etc. which highlighted the changing needs of banking industry. The authors found that there were some lacunas in the literature, such as the scarcity of longitudinal studies, less information regarding electronic HRD and insufficient number of cross-culture studies. They suggest a model based on the literature reviewed that relates HRD practices to employee engagement by means of intervening variables like psychological state, perceptions of support from the organization and employee empowerment. The study has important implications for the current research since all the four factors of employee engagement, competence, organizational support and empowerment are closely linked with employee efficiency and job satisfaction. The theory used in the present study gives insights into the positive response of employees towards supportive HRD practices. The conclusions from the research might not be valid,

however, because it is a narrative synthesis and not based on primary empirical data, and quantitative research is needed in the future to validate the conclusions. This research can fill this gap by empirically investigating the impact of HRD policies/practices on employee efficiency and job satisfaction of banking employees in the Indian context.

3. Methodology

Research Design

The research design employed in the present study is quantitative research design in which efforts were made to understand the effect of Human Resource Development policies & practices on the efficiency of employees and job satisfaction in the banking industry. The design was emphasised on the establishment of empirical relations between the independent variable (HRD policies and practices) and the two dependent variables (HRD policies and practices, HRD outcomes) using statistical testing. This method allowed for a systematic overview of employees' perceptions and outcomes in the chosen banks, while fulfilling the study's aim of evaluating the impact of developmental HR interventions on their performance and satisfaction within the competitive and technologically advanced banking sector.

Sampling

The study was done on 120 employees from selected banks of both Government and Private banks. The government bank respondents were chosen from State Bank of India and Bank of Baroda and the private sector respondents were chosen from HDFC Bank, ICICI Bank and Axis Bank. The sample was

designed to have representation from employees of various designations, age groups and work experience, both operational and managerial. The balance of the HRD practices in the Indian banking sector in the various organizational contexts was achieved through this composition.

Data Collection

Structured questionnaire was used for collecting primary data from the selected bank employees. The instrument aimed to assess the perception of the HRD policy and practices like training and development, performance assessment, career growth and employee involvement among the employees. Parallel items assessed employee efficiency and job satisfaction. The questionnaire helped to produce quantitative verbal responses which were easily analyzed and provided all key constructs of the study's conceptual framework that would assist in testing the hypotheses regarding HRD impact.

Data Analysis

The data gathered were analysed and processed with the aid of the software package known as Statistical Package for the Social Sciences (SPSS). The demographic profile of the respondents was presented in terms of descriptive statistics like frequencies and percentages. All the data were analysed using simple linear regression analysis in SPSS to test the relationship between HRD policies and practices and dependent variables: employee efficiency and job satisfaction. Model summaries, ANOVA and coefficient tables were generated to systematically and reliably assess the strength of the relationships being studied, their significance and their predictive power.

4. Result

Table 1: Type of Bank

Type of Bank		
	Frequency	Percent
Government Bank	47	39.2
Private Sector Bank	73	60.8
Total	120	100.0

The table below shows the distribution of 120 workers across the various types of bank where they work. Among the respondents, 47 respondents (39.2%) are from government banks and 73 respondents (60.8%) are from the private sector

banks. The respondents of government bank were from State Bank of India (SBI) and Bank of Baroda (BOB) and the respondents of private sector were from HDFC Bank, ICICI Bank and Axis Bank. The results showed that the sample consisted of a larger

proportion of employees of private sector banks as compared to government banks. Therefore, the study represents comparatively higher number of

employees from the selected private banks and simultaneously the participation of the selected government banks was appreciable.

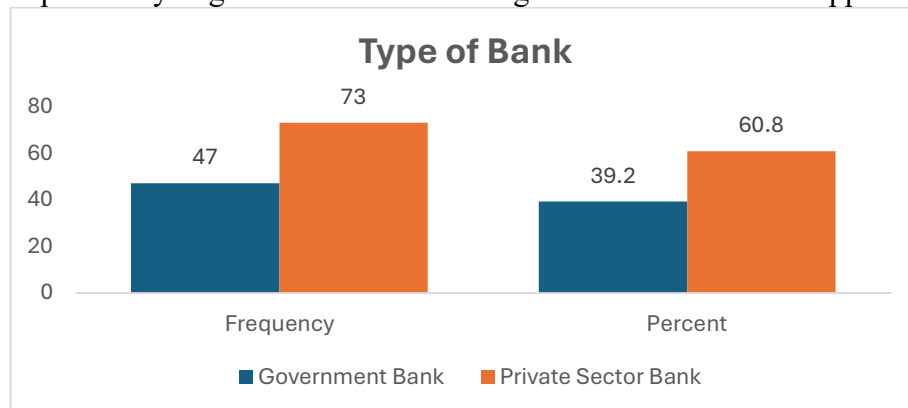


Figure 1: Type of Bank

Table 2: Designation/Job Position

Designation/Job Position		
	Frequency	Percent
Clerical Staff	28	23.3
Officer	16	13.3
Assistant Manager	23	19.2
Manager	25	20.8
Senior Manager and Above	28	23.3
Total	120	100.0

The distribution of the 120 employees in the study is given in the table below by designation. The largest group of respondents are Clerical Staff and Senior Manager and Above, with 28 (23.3%) each. This is followed by Managers with 20.8% (25 respondents) and Assistant Managers with 19.2% (23 respondents). Officers make up the smallest group, with 16 respondents (13.3%). The distribution suggests that the respondents came

from various levels within the structure of the organisation, from the bottom to the top. Representational data offers a view from both operational and managerial perspectives and can be used to contribute to a more comprehensive evaluation of HRD policy and practice, employee efficiency and job satisfaction for various job positions.

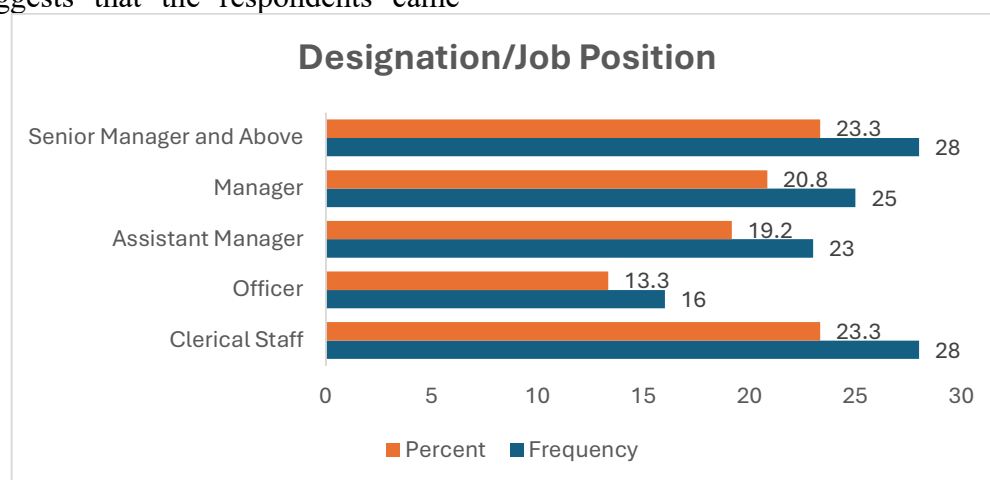


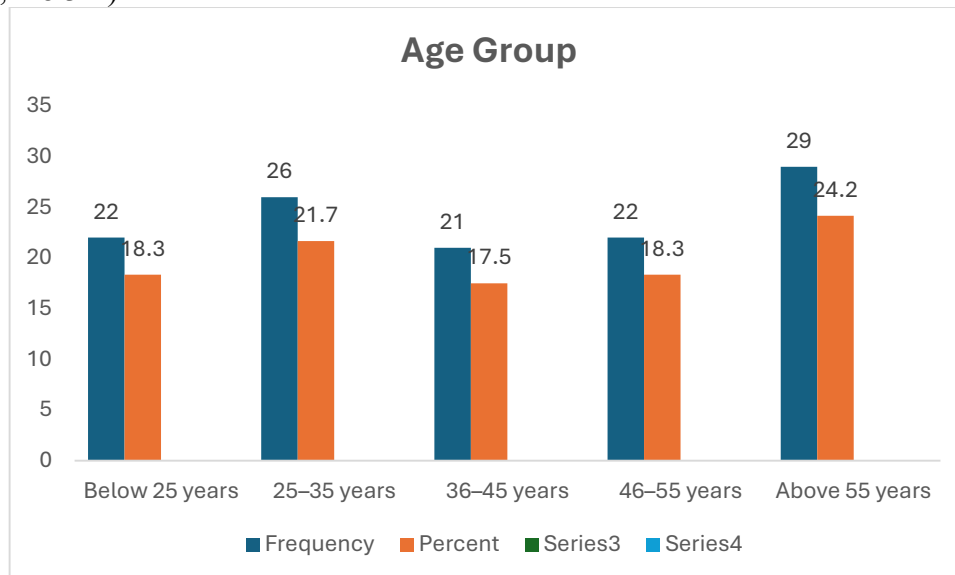
Figure 2: Designation/Job Position

Table 3: Age Group

Age Group		
	Frequency	Percent
Below 25 years	22	18.3
25–35 years	26	21.7
36–45 years	21	17.5
46–55 years	22	18.3
Above 55 years	29	24.2
Total	120	100.0

The table shows the age distribution (in years) of 120 employees in a study. The highest number of respondents is from the above 55 years age group, with 29 employees (24.2%), followed by employees aged 25-35 (21.7%). The 36–45 years group has the largest number of respondents (21, 17.5%) followed by the below 25 years group (22, 18.3%) and 46–55 years group (22, 18.3%). The results show that

employees from each of the age groups indicated are represented in the sample, so both young and old employees are represented. This age diversity is beneficial in looking at the differences in perception of HRD practices, efficiency of employees and job satisfaction across the stages of employees' working lives.

**Figure 3: Age Group**
Table 4: Work Experience

Work Experience		
	Frequency	Percent
Less than 5 years	26	21.7
5–10 years	27	22.5
11–15 years	19	15.8
16–20 years	25	20.8
More than 20 years	23	19.2
Total	120	100.0

The table below shows the frequency of the subjects according to their experience in working. The biggest group of respondents (22.5%) have 5-10 years of experience, out of the 120 employees. 21.7% of the respondents have less than 5 years of

experience, followed by 20.8% (25 respondents) who have 16-20 years of experience. 23 of the employees (19.2%) have over 20 years' experience and 19 (15.8%) have experience of between 11 and 15 years. The distribution shows a mix of

professional experience for the employees in the study, ranging from those who are relatively new to those with extensive experience. This diversity adds

to the study's strength by providing varying levels of exposure to HRD policies and workplace practices.

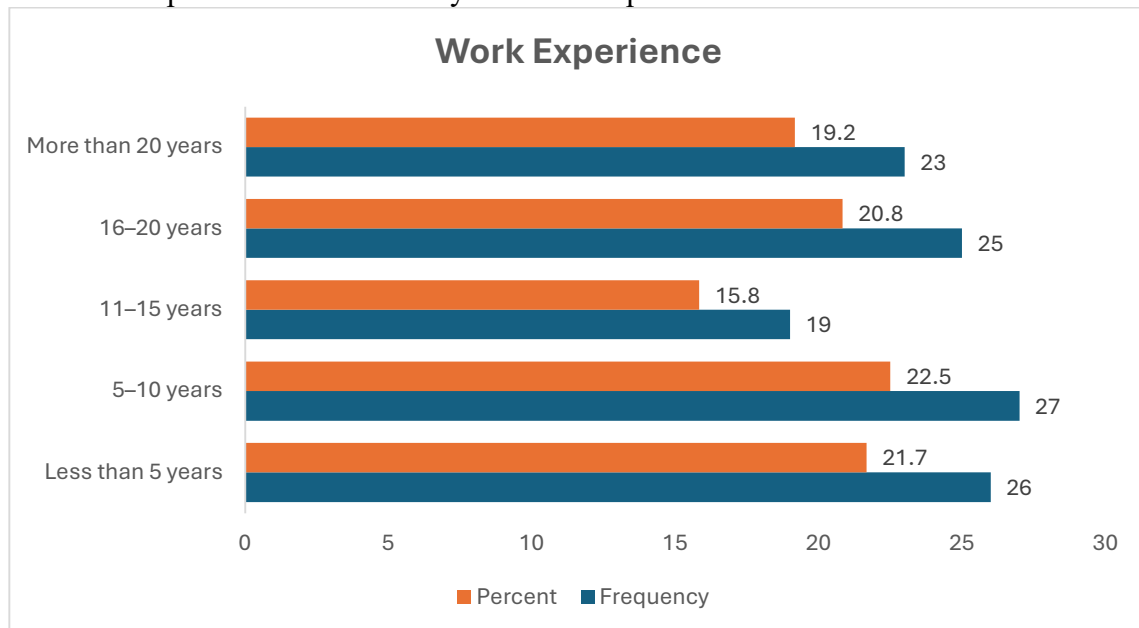


Figure 4: Work Experience

Hypothesis 1

H0: There is no significant impact of HRD Policies and Practices on Employee Efficiency.

H1: There is significant impact of HRD Policies and Practices on Employee Efficiency.

Table 5: Regression test on hypothesis 1

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.288 ^a	.083	.075	.827
a. Predictors: (Constant), HRD Policies and Practices				

The Model Summary table shows HRD Policies and Practices and their relationship with Employee Efficiency. The value of $R = 0.288$ suggests the positive relationship, but it is not a strong one between the independent and dependent variables. The R Squared value is 0.083 which implies that 8.3% of the variation in Employee Efficiency is explained by HRD Policies and Practices, and

91.7% of the variation may be explained by other factors not included in the model. The Adjusted R Square is 0.075; indicating that, after adjustment, HRD Policies and Practices can explain about 7.5% of the variance in Employee Efficiency. The Standard Error of the Estimate is 0.827; this represents the average amount the observed values deviate from the regression predicted values.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.299	1	7.299	10.674	.001 ^b
	Residual	80.692	118	.684		
	Total	87.992	119			
a. Dependent Variable: Employee Efficiency						
b. Predictors: (Constant), HRD Policies and Practices						

The ANOVA table evaluates the significance of regression model prediction of Employee Efficiency

with respect to HRD Policies and Practices. The sum of squares of square is 7.299 and residual sum

of squares is 80.692, and total sum of squares is 87.992. F value obtained is 10.674 and significance value is 0.001. The significance value ($p = 0.001$) indicates that the model is statistically significant as this value is lower than 0.05. This means that HRD

Policies and Practices have a significant impact on the Employee Efficiency of the selected banks. Thus the null hypothesis stating that HRD Policies and Practices is not significantly responsible in predicting the Employee Efficiency is rejected.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.578	.295		8.754	.000
	HRD Policies and Practices	.257	.079	.288	3.267	.001
a. Dependent Variable: Employee Efficiency						

The Individual contribution of HRD Policies and Practices to employee Efficiency is displayed in the Coefficients table. The unstandardized coefficient ($B = 0.257$) shows that the estimated increase in Employee Efficiency is 0.257 units for every 1-unit increase in HRD Policies and Practices, with other factors held constant. The standardized Beta coefficient comes out as 0.288, which shows a positive correlation between HRD Policies and Practices and Employee Efficiency. The t value obtained was 3.267 and the significance value was 0.001, which means that this effect is statistically

significant at the 5 % level. The constant value 2.578 is the predicted Employee Efficiency when HRD Policies and Practices take the value of zero. The overall finding indicated that HRD Policies and Practices have significant positive effect on Employee Efficiency.

Hypothesis 2

H0: There is no significant impact of HRD Policies and Practices on Job Satisfaction.

H1: There is significant impact of HRD Policies and Practices on Job Satisfaction

Table 6: Regression test on hypothesis 2

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.157 ^a	.025	.016	.833
a. Predictors: (Constant), HRD Policies and Practices				

The Model Summary table shows the relationship between HRD Policies & Practices and Job Satisfaction of the selected banks employees. The R value obtained is 0.157 which shows that there is a weak positive relationship between HRD Policies and Practices and Job Satisfaction. The R square value 0.025 indicates that HRD Policies and Practices account for only 2.5% of the variation

present in the Job Satisfaction and the rest of 97.5% of the variation may be attributed to other factors not considered in the model. The adjusted R Square is 0.016 which means that the model accounts for about 1.6% of the variance in Job Satisfaction. The Standard Error of the Estimate (SEE) is 0.833, which is the average amount that the actual values of Job Satisfaction differ from the predicted values.

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.075	1	2.075	2.994	.086 ^b
	Residual	81.792	118	.693		
	Total	83.867	119			
a. Dependent Variable: Job Satisfaction						
b. Predictors: (Constant), HRD Policies and Practices						

The ANOVA table is analysed to check if the regression model significantly predicts Job Satisfaction with respect to HRD Policies and Practices. The sum of squares for the regression is 2.075, the sum of squares for the residual is 81.792, and the total sum of squares is 83.867. The F value obtained is 2.994 and the significance value is 0.086. The significance value ($p = 0.086$) is larger

than the level of significance (0.05), which indicates that the regression model is not statistically significant. In other words, HRD Policies and Practices has no predictive impact on Job Satisfaction in the selected sample in a statistically significant manner. Hence, the null hypothesis (HRD Policies and Practices do not significantly influence Job Satisfaction) is accepted/not rejected.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.137	.297		10.581	.000
	HRD Policies and Practices	.137	.079	.157	1.730	.086
a. Dependent Variable: Job Satisfaction						

The HRD Policies and Practices are shown to have contributed to Job Satisfaction with the help of Coefficients in the Table. Other factors being constant, the unstandardized coefficient ($B = 0.137$) means that an increase of 1 unit in HRD Policies and Practices would be expected to lead to an increase of 0.137 in Job Satisfaction. The Beta coefficient of 0.157 is standardized, which shows a weak positive relationship. But, the t value obtained is 1.730 and significance value is 0.086, indicating that there is no statistical significance at 5% level of the relationship between them. HRD Policies and Practices have been found to be positively associated with Job Satisfaction, however, the evidence is not strong enough to be able to conclude that HRD Policies and Practices significantly predict Job Satisfaction. Therefore, positive relationship exists between HRD Policies and Practices and Job Satisfaction (but not significant statistically).

Discussion

The study findings showed a positive relationship between HRD policies and practices with efficiency among the selected banks, which is statistically significant. The regression results also showed that HRD interventions account for a small but significant proportion of the variability in efficiency, thus validating that systematic training, performance appraisal, career development and employee participation are associated with an increase in knowledge, skills and operational efficiency. This is consistent with conceptual

arguments outlined in the introduction and literature that there are opportunities through ongoing skill development and feedback mechanisms for bank staff to increasingly engage in complex financial transactions, digital tools and customer demands with greater accuracy and productivity. Such developmental practices seem vital in times of swift technological advancement, e.g., internet banking, mobile devices, automation and data analytics.

However, the association between HRD policies and practices and Job Satisfaction was not statistically significant, but in the positive direction. This implies that employees might be aware of developmental programmes, but that these are not enough to significantly increase their satisfaction levels. The factors affecting job satisfaction in banking may be more comprehensive than measured by the HRD construct in this study, such as workload, performance target, salary, work-life balance, organizational culture, etc. The cross-sectional nature of the sample, including private sector and government banks, multiple hierarchical levels, age groups and experience ranges, also suggests that satisfaction perceptions may differ between employee segments, which may limit the utility of just one HRD variable in predicting.

When taken together, the results highlight that HRD has a more direct and evident effect on performance-related outcomes as compared to affective outcomes like satisfaction. To improve efficiency and employee well-being, banks must also adopt other supportive practices that are not just developmental.

Conclusion

The present study focused on Human Resource Development policies and practices and its effect on the efficiency and job satisfaction among 120 employees of selected government and private sector banks of India. The empirical results reveal that the HRD policies and practices have significant positive impact on employee efficiency, which means that structured training, appraisal system, career development, and participatory mechanisms enable employees to develop the skills they need to perform their duties effectively, accurately and customer-friendly in the banking industry in the digital age. The same HRD practices were found to have a weak association with job satisfaction and were not statistically significant, indicating that development interventions by themselves are not enough explanations for employees' overall evaluative judgments of their work. The level of satisfaction varies further with demographic diversity by bank type, bank designation, age and experience. The results suggest that HRD can be used effectively by banks to increase their operational capacity, but they require to add other organizational measures such as equitable compensation, workload management, HRD culture and health care measures for improving employee satisfaction. While effective HRD is a strategic priority to create competent workforce for the banking sector to serve the changing technological and competitive needs, a more comprehensive human-resource strategy is needed to ensure that the organization delivers high performance and employee satisfaction in the long term.

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