

**HUMAN RESOURCE MANAGEMENT AND JOB SATISFACTION OF
DEVELOPMENT BANKS IN NEPAL**

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fulfilment of the requirements for the Master's Degree

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CERTIFICATION OF AUTHORSHIP

I hereby corroborate that I have researched and submitted the final draft of dissertation entitled “**HUMAN RESOURCE MANAGEMENT AND JOB SATISFACTION OF DEVELOPMENT BANKS IN NEPAL**”. The work of this dissertation has not been submitted previously for the purpose of conferral of any degrees nor it has been proposed and presented as part of requirements for any other academic purposes.

The assistance and cooperation that I have received during this research work has been acknowledged. In addition, I declare that all information sources and literature used has cited in the reference section of the dissertation.

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REPORT OF RESEARCH COMMITTEE

Mr. KRISHNA BIST has defended the research proposal entitled “**HUMAN RESOURCE MANAGEMENT AND JOB SATISFACTION OF DEVELOPMENT BANKS IN NEPAL**” successfully. The research committee has registered the dissertation for further progress. It has recommended to carry out the work as per suggestions and guidance of supervisor Dr. Kapil Khanal and submit the thesis for evaluation and viva voce examination.

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We have examined the dissertation entitled **“HUMAN RESOURCE MANAGEMENT AND JOB SATISFACTION OF DEVELOPMENT BANKS IN NEPAL”** presented by Mr. KRISHNA BIST for the Degree of Master in Business Studies (MBS). We hereby certify that the dissertation is acceptable for the award of a degree.

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ABBREVIATIONS

&	:	And
ASPA	:	American Society for Personal Administration
C.S	:	Compensation and Social Benefits
ES	:	Employee Satisfaction
et al.	:	And others
HR	:	Human Resource
HRD	:	Human Resource Development
HRM	:	Hunan Resource Management
N	:	Total No. of Observation
NBL	:	Nepal Bank Limited
OC	:	Organizational Commitment
P.E	:	Performance evaluation
P.P	:	Promotion Practices
S.D.	:	Standard deviation
S.R	:	Selection and Recruitment
T.D	:	Training and Development

ABSTRACT

This study aim to analyze the human resource management and job satisfaction of development banks in Nepal. Quantitative research methodology and deductive approach was followed. To achieve the research objectives, descriptive and casual comparative research design have used. In this research, 10 national level development bank's employees were defined as the population. Among them 273 employee have selected as the sample of the study. They were selected judgmentally. There was a positive correlation between employees satisfaction and selection and recruitment, training and development, performance evaluation, promotion practices, compensation and social benefit which was statistically significant. the all-research hypothesis have accepted.

Keywords: Human Resource Management, Job satisfaction, selection and recruitment, training and development, performance, promotion, compensation and social benefit

CHAPTER-I INTRODUCTION

1.1 Background of the Study

This study aims to analyze the human resource management and job satisfaction of development banks in Nepal. HRM techniques in small and medium-sized businesses and industries have been well researched. The majority of these theoretical and empirical investigations have concentrated on HRM procedures in Western businesses. The effect of HRM practices on the performance of Asian companies has been the subject of relatively few research (Li, 2003; Lu & Bjorkman, 1997). Given the significantly higher proportion of employment in total production costs and the far more extensive direct contract between employees and customers in the services sector, the HRM environment may be a more significant predictor of productivity in that industry than it is in manufacturing (Ann, 2004). Despite the fact that the majority of workers today are employed in service-related industries, the majority of previous research on HRM and organizational performance has been on the manufacturing rather than the service sectors.

Very few academics have examined HRM practices and their results in Nepal's public sector banks, and none have looked at the HRM practices, results, and effect of HRM practices on Kathmandu's commercial banks' performance. In light of the Kathmandu service industry, this study fills this gap in the literature. Employees are now widely acknowledged as a key source of a organization's competitive advantage (Barney, 1991). Therefore, it is crucial that a business implement HRM procedures that maximize the potential of its workforce. A number of studies have demonstrated a favorable association between so-called "high performance work practices" (Huselid, 1995) and various measures of organizational performance. This tendency has led to an increased interest in the impact of HRM on organizational performance.

The impact of HRM practices on outcomes like employee satisfaction, commitment, retention, presence, social climate between workers and management, employee involvement, trust, loyalty, and organizational fairness has been noted by numerous researchers (Edger & Geare, 2005 & Storey, 1989). According to some writers, these results and HRM practices can influence a company's earnings, market value,

market share, sales growth, productivity, customer satisfaction, product and service development, and future investments.

Human resource management, industrial relations, personnel economics, and organizational and industrial psychology are among the disciplines that place a high value on the effects of HRM policies and practices on business performance (Boudreau, 1991, Jones & Wright, 1992). The argument that the implementation of High Performance Work Practices, such as thorough hiring and selection processes, incentive pay and performance management systems, and extensive employee involvement and training, can improve a company's current and potential employees' knowledge, skills, and abilities as well as their motivation, decrease shirking, and improve retention of quality employees while encouraging non-performers to leave the company is becoming more and more prevalent in the literature (Jones & Wright, 1992).

Currently, most organizations have treated their people as the most important resource of an organization. Specially, human resources are the most important assets in the service organization than manufacturing organization and improvements have to be linked more strongly to the people issues (Boselie & Wiele, 2002). Organizations have become aware of human resources than earlier due to the accelerating trends of globalization. The previous studies have supported the notion that when appropriately designed, HR practices can help organizations to enhance their performance.

Economic environment is changing rapidly. Changes have made the role of HRM more crucial in changing environment. To achieve organizational goal requires committed and competent manpower. They are outcomes of effective and efficient human resource management. Specially workforce diversity, technological change, globalization, increasing completions, change in nature of works are the factors responsible for rising interest in HRM.

Human Resource Management is concerned with the people dimension in organization and vital for achieving organizational objectives. Organizational effectiveness depends upon the performance of people working in organizations. When people have combine energy and physical strength with competences (knowledge, skills, attitudes and potential for growth) people become human resource. HRM is concerned

with the managing people by means of management of human energy and competencies, and aims to achieve organizational objectives through productive contribution of people.

Human resource management is the process of organizing, planning, leading, and managing the acquisition, development, pay, integration, upkeep, and segregation of human resources in order to achieve organizational, social, and individual goals.

Peter Drucker and Douglas McGregor were the forerunners of human resource management when the concept first arose in the 1950s. The “visionary goal-directed leadership” concept was propounded by Drucker and this led the development of “management by objectives” which is fundamental to HRM. The concept of “management by integration and self-control” was developed by McGregor. This concept advocates HRM strategy was regarded as an integral part of organizational strategy and every manager was made responsible for HRM (Armstrong, 1992). HRM evolution can be traced back to industrial revolution.

Industrial Revolution Stage emphasized machine power for mass production and factory system. Labor laws, welfare program started and personnel administration emerged. After that the scientific management stage focus was improving workers efficiency through proper selection, training and compensation and advocated the different personnel management tool. Human relation movement (early 1980s) emphasized for the first time the human element management in organization that followed a continuous change towards strategic human resource management. Its focus was fellowship, self-respect influence, and motivation, relationship between superior-subordinates employee, shared values and goals. Human behavior movement stage represents the new era of management and emphasized employee behavior in organization and was an outgrowth of human relations movement.

Peter Drucker and Douglas McGrefor were the pioneers of HRM, and, Abraham Maslow, Rensis Linkert, Chris Argyris and Frederick Herzberg are the advocate of this stage. Organization development movement is the first concept which adapts system-wide approach to manage planned change for improving organizational effectiveness through behavioral interventions. It is conducive to humanistic democratic values, cooperative and teamwork, about change in attitudes, values and behavioral patterns of individual. Also it focuses on the area of team building, training and development,

managing planned change, quality of work life and collaborative management. The organizational culture movement stage emphasized the mutuality between management and employees. It encompasses shared norms, beliefs, values and attitudes that guide employee behavior in organization (Agrawal, 2004).

Job satisfaction or work satisfaction is also multi-dimensional phenomenon. The theme that make work satisfying are: creating something new, using skills, working whole heartedly, using initiative and having responsibility mixing with people and working with people know their jobs. On the contrary doing repetitive work, making only a small part of something, doing useless tasks, feeling a sense of insecurity and being too closely supervised arise dissatisfaction on the employees. Further the factors that contribute to overall satisfaction can be classified into two categories: job and off the job factors. Both these sets of factors are found to be important for the determination of job satisfaction.

1.2 Problem Statement

In several significant respects, writing on human resource management and teaching human resource management in university business schools tends to be less critical than it might be and somewhat out of step with some key developments in theoretical social science thinking about organizations and management. Other commentators have recognized some of the key inadequacies to be identified here, as we shall see. The purpose of study, however, is to pull together and develop some of these criticisms of academic human resource management – but not as an end in itself. The concern is to note some of the problems that must be avoided if we are going to come to terms with the main challenge that will be taken up here. This is the challenge of shaping and applying a critical and theoretically robust social scientific analysis style to some ‘actual’ strategic human resource management practices. Proper and effective management of people at work is a psychological and behavioral aspect. HRD is concerned with the people dimension in an organization and with the management of Human energies and competencies in changing and dynamic environment for achieving organizational objectives through acquisition, development, utilization and maintenance of committed workforce.

There are several studies conducted by the researchers related with the Human Resource Management and job satisfaction but this study is akin to relate the coping with change in work-place, and learning from experience with the human resource management. These are the variables have not yet been studied and analyzed in the context of Kathmandu's organization. Therefore, these variables have been selected for the research purpose and try to study in the Nepalese context which is new work in the field of management research. This study therefore seeks to address the following problems.

1. What are the present conditions of the HRM practices of the development banks in Nepal?
2. How is the relationship between HRM and employee satisfaction level of development banks in Nepal?
3. What is the impact of Human resource management and job satisfaction of development banks in Nepal?

1.3 Objectives of the Study

The main objective of this study is to analyses the Human Resource Management and job satisfaction of development banks in Nepal. Beside this the other objectives are as follows:

1. To analyze the present condition of HRM practices of development banks in Nepal.
2. To analyze the relationship between HRM and employee's satisfaction level of development banks in Nepal.
3. To examine the impact of HRM practices and employee's satisfaction of development banks in Kathmandu.

1.4 Hypothesis

The relationship between HRM and Employees satisfaction of development banks in Nepal. From the literature discussed the research hypothesis that can be formulated are drawn as under:

H1: There is significant relationship between Selection & Recruitment and Employees Satisfaction of the development banks in Nepal.

- H2:* There is significant effects relationship between Training & Development and Employees Satisfaction of the development banks in Nepal.
- H3:* There is significant relationship between Performance evaluation and Employees Satisfaction of the development banks in Nepal.
- H4:* There is significant relationship between Promotion Practices and Employees Satisfaction of the development banks in Nepal.
- H5:* There is significant relationship between Compensation & Social and Employees Satisfaction of the development banks in Nepal.

1.5 Rationale of the study

In the subject of HRM, the relationship between HRM practices and job satisfaction has become the most important research topic. A small number of academics have investigated how HRM practices affect performance in Nepal's banking industry. Few scholars have examined HRM practices and their results in Nepal's banking industry, and none have examined HRM methods, their results, and the effect of HRM practices on Kathmandu's performance. Therefore, this study addresses this gap in the literature in relation to HRM practices impact employee satisfaction in the Banking sector of Nepal.

The objective of this study is to determine what the HRM results of the banking industry's HRM practices in Kathmandu are. What effects do HRM procedures have on employee retention, contentment, and satisfaction? And how do HRM procedures affect Kathmandu's banking industry's performance? As a result, the study's findings will be useful in describing the HRM outcomes of the commercial banks in Kathmandu's HRM practices (such as employee motivation, employee satisfaction, and staff retention, among others), as well as the HRM practices that have a good relationship with these outcomes. And what HRM practices have a favorable relationship with the performance of the Kathmandu banking sector?

Therefore, managers will find the research's findings useful in assessing the efficacy of HR methods they already employ and determining the HRM consequences of such policies. Additionally, managers in Kathmandu's banking industry can modify the HR procedures that are already in use. Lastly, the study's conclusions can be applied to improve the performance of the public sector and Nepal's banking industry.

1.5 Limitations of the Study

This study is social psychological study which tries to explore the attitude of the employees towards the Human Resource Management and job satisfaction of development banks in Nepal. Therefore, it has some constraints on which the whole study has been conducted which are follows:

1. This study is mainly based on Human Resource Management and job satisfaction of the development banks in Kathmandu Valley.
2. This study has been conducted based on the primary data.
3. The findings of the studies may not be applied in other sectors of Nepal.
4. There is another limitation of this study that is the respondents of this study are only the bank's staffs.
5. The banking sector in Kathmandu district has been used as population and sample has been drawn from the development banks in Kathmandu only.

CHAPTER-II REVIEW OF LITERATURE

This chapter examines the literature on HRM practices, their results, the impact of HRM practices on company performance, and the relationship between HRM practices and employees' satisfaction to give the theoretical and methodological justifications for this study. To do this, a thorough analysis of books, papers, and websites has been conducted to investigate hypotheses related to the effect of HRM practices on employee satisfaction.

2.1 Conceptual Review

2.1.1 Human Resource Management (HRM)

Armstrong (2006) describes Human Resource Management (HRM) as a purposeful and integrated approach to managing the most valuable assets of a business, which are its employees, who both individually and collectively contribute to the attainment of the firm's goals. HRM encompasses all managerial choices and actions that immediately impact the company's employees or human resources.

Human resources systems and an organization's skilled and experienced workforce are two different things, according to McMahan and McWilliams (1994). They maintained that the human resources of a company have a higher capacity to produce value over time. However, high skill levels and the willingness, incentive, and satisfaction to display productive behavior that is developed by human resource practices are required of the human resources in order to create value. Therefore, HRM approaches not only help employees develop their skills and talents but also cause some behavioral results. When four fundamental conditions are satisfied valuable, rare, unique, and well-organized human resources human resources (Barney, 1991).

Therefore, it's critical that a business implement human resource management (HRM) strategies that maximize the potential of its workforce. According to Pfeffer's (1998) proposal, seven HRM practices are common to successful organizations: comprehensive training; fewer barriers and status distinctions, such as dress codes, language, office layouts, and salary disparities between levels; extensive intra-

organizational sharing of financial and performance data; job security; self-managed teams; decentralization of decision-making as fundamental organizational design principles; and relatively high compensation that is based on performance. Organizations nowadays must contend with a level of competition that is getting fiercer every day. Managers must therefore always be searching for methods to optimize the use of human resources in order to enhance organizational performance.

The HRM system, according to Lado and Wilson (1994), is a collection of unique but connected tasks, roles, and procedures aimed at luring, nurturing, and retaining (or offloading) a company's human capital. Furthermore, it can be described as an organizational capability that entails the strategic integration of the following HR functions, activities, and processes: promotion, training, appraisal, and compensation. These are done in order to draw in, nurture, and retain strategic HR that enables the business to meet its objectives (Pérez and Falcón, 2006).

The five activities of HRM systems include selection, training, remuneration, labor relations, and employee security, according to Dessler (1994). According to Huselid (1995) and Becker & Gerhart (1996), a human resource system improves organizational performance, develops and maximizes an organization's capabilities, and helps the organization maintain its competitive edge. (Lado & Wilson, 1994). Accordingly, an effective HRM system is comprised of a logical collection of procedures that improve worker competencies, disseminate knowledge, empower workers to take part in decision-making, and inspire workers (Pfeffer, 1998; Applebaum, 2000). It is acknowledged that HRM operations have the potential to directly or indirectly impact organizational performance through HRM results.

Petra and Juan (2004) found that a paradigm that stems from their central claim—that competitive advantage can be derived from human resources. To develop and preserve strategic human capital, this model also considers the possibility of a sustainable competitive advantage for those who understand how to set up an HR system that includes HR policies and practices.

2.1.2 Job satisfaction

Organizational and industrial psychology have made job satisfaction a major focus. When defining job satisfaction, Locke's (1976) defines it as an enjoyable or

pleasant emotional state arising from an evaluation of one's job or work experiences is frequently cited (Jex 2002). A variety of work-related factors are included in the appraisal, including pay, working conditions, supervisor and coworkers, career opportunities, and of course the essential parts of the job itself (Arnold et al 1998). So, simply put, job satisfaction is connected to how our personal expectations of work are in congruence with the actual outcomes. And since job satisfaction is merely an employee's attitude towards his or job, previously discussed theories regarding attitudes are applicable to job satisfaction. Consequently, job satisfaction can be seen as containing three components: an affective component, a cognitive component and a behavioral component (Jex 2002). While the affective component refers to a feeling about a job, the cognitive component represents a belief in regard to a job. Often these two aspects are related. The behavioral component is an indicator for behavioral intentions towards a job such as getting to work in time, working hard, etc.

The simplest way to conceptualize job satisfaction is as an individual's level of contentment with their place of employment. Different definitions of job satisfaction exist at the more specialized levels of conceptualization utilized by academic researchers and HR specialists. A one-dimensional subjective construct that represents an individual's overall emotional sensation about their job as a whole is the standard definition of affective job satisfaction. Therefore, affective work satisfaction for individuals indicates the level of enjoyment or pleasure that their employment generally brings.

A more objective and logical assessment of the different aspects of a job is the standard definition of cognitive job satisfaction. Therefore, cognitive work satisfaction can be classified as multidimensional when it evaluates two or more aspects of a job simultaneously or as one-dimensional when it involves the evaluation of only one feature of a job, such as compensation or maternity leave. Instead of evaluating the level of enjoyment or pleasure derived from a particular job aspect, cognitive job satisfaction measures how satisfactory a job holder believes a particular job aspect to be with goals they have established for themselves or other jobs. Although mental job satisfaction may influence affective job satisfaction, the two notions are separate, not always correlated, and have different causes and effects.

According to Glisson and Durick (1998) and Kim, Leong, and Lee (2005), job satisfaction can be defined narrowly as an employee's overall attitude or feeling about their jobs and the elements of their jobs, such as fair compensation, a pleasant working environment, and communication with coworkers. According to Locke and Lathan (1990), job satisfaction can be defined more broadly as an enjoyable or pleasant emotional state that arises from an evaluation of one's work or work experience. An employee's opinion of how their jobs will provide for the things they consider vital determines their level of job satisfaction.

- (a) In the context of organizational behavior, job satisfaction is widely acknowledged as the most significant and frequently researched attitude (Mitchell & Lasan, 1987). Although Luthan (1998) proposed that job satisfaction can be divided into three key dimensions: A personal reaction to a work environment is called job satisfaction. Because of this, it is only observable through inference.
- (b) The degree to which results meet or surpass expectations is a common indicator of job satisfaction. Organization members are likely to have a good attitude regarding their work, their supervisor, and/or their coworkers if they believe, for example, that they are working significantly harder than others in the department but are receiving fewer incentives. On the other side, they are more likely to have good attitudes regarding the work if they believe they are receiving fair compensation and excellent treatment.
- (c) Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthan (1998) are: the work itself; pay promotion opportunities, supervision and co-workers.

According to Moser (1997), job happiness is so crucial that it frequently causes sluggishness and a decrease in organizational commitment. A job's likelihood of being quit is correlated with job satisfaction (Jamal, 1997). Employees may leave the public sector to work in the private sector and vice versa. On other occasions, people shift careers because they believe there are better opportunities elsewhere. According to

Adeyemo (2000) satisfaction on a job might be motivated by external factors such as the nature of the job, its pervasive social climate and extend to which workers peculiar

needs are met. The availability of status and power, job clarity, prospects for advancement, and pay satisfaction are other additions (Bolarin, 1993). Mac Donald (1996) and O'Toole (1980) support the idea that intrinsic worker factors should influence job satisfaction. Their arguments are predicated on the notion that employees consciously choose to be happy in their professions and think they are valuable. Research on job satisfaction appears to firmly demonstrate that professional standing and job happiness are related. Professions with strong social status tend to have higher levels of job satisfaction (Leong & Lee, 2005; Locke & Lathan, 1990).

One of the variables influencing job happiness is age. St. Lifer (1994) analyzed the results of a survey of librarians' perceptions of their jobs. Various studies conducted indicate that older workers are more satisfied; there is a meaningful relationship between the age and job satisfaction; age and professional experience; job satisfaction and educational level; job satisfaction and level of wages; and job satisfaction and sex (Adegemo, 1997; Feinstein & Vondrasek 2007). These consist of pay and perks, prospects for growth, and technological difficulties. The findings indicated a relationship between pay and perks and job satisfaction. Similarly, other studies have shown meaningful relations between job satisfaction and promotion; gaining respect, the size of talents (Adeyema 2000).

Table 1

Finding showing Level of Job Satisfaction

Year	Authers	Finding
1990	Lock and Luthan	It was shown that employees' perception of how well their employment offers those items deemed significant determines their level of job satisfaction.
1997	Jamal	Absence of Employment Worker satisfaction is a predictor of job turnover.
1997	Moser	Absence of job satisfaction leads to lethargy and reduce organizational commitment.
1998	Luthan	Posited three important dimensions to job satisfaction.
2000	Adeyemo	Satisfaction in job might be motivated by internal and external factors.
2005	Leong and Lee	There is relationship between professional status and the job satisfaction.

In explaining job satisfaction and measuring the level of employee's satisfaction three different approaches have been developed. The first approach turns its attention to the characteristics of the job and it is called the information processing model" (Hackman and Oldham 1976). According to this model employees gather information about the job, the workplace and the organization and cognitively assess these elements in order to determine the level of satisfaction (Jex 2002).

The second approach suggests that the measurement of the level of job satisfaction is founded on social information information based on past behavior and what others at work think. It shifts its attention to the effects of the context and the consequences of past behavior, rather than to individual pre-dispositions and rational decision-making processes (Pennings 1986). Therefore, job satisfaction is dependent on how others at work evaluate the workplace. This approach is called the "social information processing model (Salancik and Pfeffer 1978).

The third approach indicates that job satisfaction relies on the characteristics or the dispositions of the employee. These dispositions can be based on experience, genetic heritage, or both (Jex 2002).

2.1.3 HRM outcomes and performance

An empirical research of high performance HRM methods in Chinese SMEs was conducted by Zheng et al. (2006). Five well-known models that specifically highlight the relationship between HRM and organizational performance were chosen for usage and comparison in this study. They categorize HRM practices and results and show how performance, outcomes, and practices are related to one another.

A. Training and Development

One way to take training is as an investment in the company's human resources. Moreover, according to Knoke and Kalleberg (1994), referenced by Sandra, "training is seen as a useful means of withholding changes fostered by technological innovation, market competition, organizational structuring, and demographic shifts." Three primary tasks are included in training and development: education, training, and development. Businesses that support employee growth and training are investing in their workforce.

Increased employability for the individual employee is one of the benefits of this investment (Waterman, 1994).

Organizations need a more skilled and adaptable staff to stay competitive in a fast evolving global market that is marked by greater technical innovation. The need for a skilled labor pool thus becomes a strategic goal. An organization's strategy for training and developing its human resources is essential for guaranteeing that employees have the information, abilities, and attitudes needed to accomplish organizational objectives and gain a competitive edge (Peteraf, 1993). Following the commencement of employment, employees make an investment in their human capital, which is typically referred to as training. This investment can be obtained through vocational training or on-the-job training offered by the company. Usually, economists differentiate between two kinds of education.

It provides an employee with talents unique to the company or skills that will boost productivity solely for the company (Garibaldi, 2006). By enhancing the employee's overall human capital, this kind of training will boost productivity for a variety of businesses (Gary Becker, 1964). General training and development, however, may raise organizational risk because trained personnel may choose to leave the company in search of better employment elsewhere. It is reasonable to assume that company spending in technical and non-technical training will positively affect the degree to which the company truly succeeds in enhancing the skills and knowledge of its personnel.

Several high-performance HRM practices, such as training, were mentioned by Koch and McGrath (1996), MacDuffie (1995), and Huselid (1995). Companies that prioritize staff development over staff training may also see a decrease in employee turnover compared to those who don't. Employees at companies with strong technical and non-technical training programs are likely to notice that their market value grows more favorably than it does in other companies. Thus, it is in their best interest to continue working for the company longer. In the field of human resource management, training and development is the field concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. HRM practices influence employee skills through the acquisition and development of a firm's human capital (Huselid, 1995).

Employers can improve employee abilities by implementing a variety of HRM techniques (Delaney & Huselid, 1996). First, these procedures can be applied to increase the caliber of candidates hired, the competencies and capabilities of present staff members, or both. Second, after hiring, companies can enhance the caliber of their current workforce by offering thorough training and development opportunities. Prior research findings indicate that training investments yield positive organizational effects (Bartel, 1994; Knoke & Kalleberg, 1994).

Numerous studies have been conducted training affects a company's performance. For example, a large body of research indicates that company training expenditures improve organizational effectiveness (Kalleberg & Moody, 1994). Research has generally shown that staff training and development and organizational performance are positively correlated (Koch & McGrath, 1996). Businesses that prioritize employee growth over staff turnover are more likely to have excellent training programs than those that don't (Arthur, 1994; Fey, 1999). Furthermore, higher productivity, a decrease in employees' intention to leave the company, and organizational effectiveness are all positively correlated with greater investment in staff development and training (Harel and Tzafrir, 1996).

Numerous studies examining the impact of training on productivity have indicated a favorable correlation between an organization's productivity and its training program (Bartel, 1994). Previous research has discovered a connection between several organizational performance metrics and training and development approaches (Becker & Huselid, 1998).

B. Recruitment and Selection

The organization's staffing process includes the following steps: recruiting, screening, and assigning workers (Harel & Tzafrir, 1996). Firm earnings were significantly and favorably correlated with the extent of recruiting, the validity of selection tests, and the usage of formal selection procedures by Terpstra and Rozell (1993). Putting the appropriate person in the right position through HRM practices (organizational structure and employee skills) increases productivity (Huselid, 1995). Likewise, studies have demonstrated a positive correlation between organizational

performance and implementing selective staffing or an efficient staffing process (Delany & Huselid, 1996). Advanced hiring and selection practices have been found by Koch and McGrath (1996) to be favorably correlated with labor productivity.

C. Performance Evaluation Practices

Performance appraisals are meant to be a management tool to raise employee productivity and performance; they are, in part, a formalized procedure of worker monitoring (Shahzad, et al., 2008). One potentially crucial strategy for creating a productive workforce is performance appraisal, which is the process of watching, assessing, and giving feedback to employees on their work. An additional tool for enhancing worker performance is performance appraisal. According to Waddell et al. (2000), it is commonly acknowledged as the main human resource management intervention for giving personnel feedback on their accomplishments relating to their jobs. Making decisions about remuneration, retention, transfer, promotion, and demotion can be aided by performance appraisals. It is also used as a developmental guide for employee feedback and needs assessments related to training. Performance appraisal systems can increase productivity and employee satisfaction (Brown & Benson, 2003).

2.2 Theoretical Review

2.2.1 Herzberg's Two-Factor Theory

After studying two hundred engineers and accountants for his studies on employment attitudes and motivation, Herzberg developed a two-factor theory of job satisfaction. Job satisfaction is made up of satisfiers (motivators/intrinsic) and dissatisfiers (hygiene/extrinsic) components, according to Herzberg et al. (1959). According to Herzberg et al. (1976), the word hygiene comes from an analogy to the medical use of the term meaning preventative and environmental. These hygiene factors (extrinsic motivation) such as pay, supervision, security, and working conditions (correspond to Maslow's lower-level needs) can contribute to job dissatisfaction if they are lacking or inadequate. While satisfiers, also known as motivators (intrinsic motivation), such as achievement, responsibility, recognition, advancement opportunities,

and the job itself (correspond to Maslow's higher-level requirements), contribute to job satisfaction when present / offered in the job.

Herzberg (1968), claims that the existence of satisfiers (motivators) leads to job satisfaction, but their absence fails to cause job satisfaction rather than job discontent. Similarly, employment discontent will arise from inadequate or absent sanitary conditions, but job happiness does not always follow from their existence (Herzberg, 1968). Job satisfaction depends on more than just pay, security, and working circumstances. Gruneberg (1979), however, contends that if these hygiene parameters have recently improved, job satisfaction may rise momentarily.

Herzberg's idea has been supported by multiple research that have employed the critical incident technique to gather data. Nevertheless, because they employed various techniques for gathering data, resulting in a paucity of empirical evidence, some research have been unable to substantiate Herzberg's theory (Gruneberg, 1979). But Herzberg's two-factor theory is well known for playing a revolutionary and important role in distinguishing between job discontent and job happiness (Hassard et al., 2016).

2.2.2 Adam's Equity Theory

Beyond simply having their needs met, employees also want to be treated similarly and/or fairly in the rewards system with other employees. Workers assess their contributions and outcomes in comparison to those of others. The amount of contributions an individual feels they have made to their workplace, including their education, previous work experience, loyalty, time, creativity, and job performance.

As per Wood et al. (2004), outcomes refer to the incentives that an individual believes to be a result of their employment. These incentives may include bonuses and direct cash, job security, social benefits, and psychological rewards. The foundation of the equity theory is the notion that people get demotivated or unmotivated if they think their inputs like work or dedication outweigh their outputs like pay and perks. Critics of the equity theory argue that conceptions of fairness and justice may be subjective due to the possibility that one's thoughts or beliefs may not accurately reflect the actual situation.

2.2.3 Vroom's Need and Fulfillment Theory

The need fulfillment theory states that a person's level of job satisfaction depends in part on how much money they make (Gruneberg, 1979). Expectancy theory proposed by Vroom in 1964 takes into account performance, work happiness, and career choice. His idea is commonly referred to as the Valence, Instrumentality, Expectancy (VIE) theory, where Valence represents the desire to get a reward, Expectancy the likelihood of accomplishing a successful performance, and Instrumentality the process through which performance results in rewards.

Employees are driven by a desire to succeed and a conviction that doing so would result in a reward, whether favorable or unfavorable. According to Wood et al. (2004), a positive incentive increases the likelihood that employee motivation will increase, while a negative reward increases the likelihood that employee motivation will drop. These three aspects work together to create motivation to boost job satisfaction and lower job discontent (Vroom, 1964). One of the motivation theories that is most frequently recognized and helps to explain how and why people make decisions is Vroom's theory (Van Eerde & Thierry, 1996). Vroom's expectation theory has drawn criticism for being 'too convoluted and over-intellectualized' (Campbell et al., 1976).

One of the problems with this theory, according to Lawler (1994), is that it "fails to consider differences in people's feelings about what the outcomes they should receive." Individual-difference factors also suggest that the fulfillment-theory approach to job satisfaction is not valid. In other words, a person who believes they are being paid sufficiently for the job is more likely to be satisfied than someone who expects to receive a higher wage for the job.

2.3 Empirical Review

The aim of this paper is to examine the connection between employee satisfaction with compensation and overall job satisfaction and human resource management (HRM) practices, according to Petrescu and Simmons (2008). The study makes use of information from two different cross-sectional datasets about the UK. Probit models are used to estimate total job happiness and pay satisfaction, which are subjective dependent variables. After adjusting for individual, job, and organizational factors, a number of

HRM approaches raise workers' overall job satisfaction and pay satisfaction. Nevertheless, these effects are primarily felt by non-union members.

Compensation satisfaction is higher when seniority-based award programs and performance-based compensation are in place. The overall job happiness and pay satisfaction of non-union members are much lower when they perceive an unfair pay structure. HRM policies can improve workers' job satisfaction, but non-union members may suffer from lower job satisfaction if pay inequality in the workplace increases as a result.

Oluwatayo (2014) argued that the elements that make up these workers' opinions on HRM procedures and how those opinions affect their level of job satisfaction. An employee survey using a questionnaire was carried out among architects in Lagos, Nigeria. Respondents were asked to rank how they thought their individual organizations' HRM procedures were going. The data were analyzed using principal component analysis, regression analysis, and mean ranking. Despite widespread assumption, the majority of respondents were generally content with their employment, according to the data, with income being the area of least satisfaction. The variables that determine staff architects' satisfaction with different facets of their work have been determined.

Koc (2014) found that investigate the relationship between job satisfaction, organizational commitment intentions, and human resource management (HRM) practices among employees in Turkish private firms. In all, 200 workers took part in the research. The results suggest a suitable relationship between organizational commitment and HRM practices, such as hiring and selection, training and development, reward and benefits, performance reviews, and work satisfaction. The subfactors of compensation and benefits have the most significant impact on work satisfaction and organizational commitment.

Ling et al. (2017) concluded that HRM and policies prime to higher levels of job satisfaction for managers. The HRM procedures and benefits offered by their company also tend to be happier in their positions. There are some HRM practices that have been found to increase job satisfaction, such as a system for identifying and developing talent and proactive measures to find and train stand-ins in case of emergencies. Regretfully, a number of practices such as hiring and retaining great project managers on a systematic

basis, encouraging them to make career plans, offering coaching for performance and development, and conducting employee evaluations are not carried out to a large extent.

Elrehail et al. (2019) found that the purpose of this paper is to investigate the relationship between human resource (HR) management practices and competitive advantage by examining the mediating function of employee satisfaction in the context of five-star hotels in Northern Cyprus. The researchers employed structural equation modeling and AMOS to generate numerical data as well as to test the hypothesis. The evaluation comprised questionnaires. The authors' model examined the travel and tourism sector, focusing on Northern Cyprus's five-star hotels. The study's main conclusions showed that HR procedures had a significant effect on competitive advantage. Conversely, the study's conclusions showed that the mediator variable had no bearing on Northern Cyprus's five-star hotels' ability to gain a competitive edge.

Irabor and Okolie (2019) concluded that the primary challenges that organizations face today are also satisfying and retaining them. The significance of information and skills, acquiring and retaining a competent workforce is essential to every organization's success. The role that employees play in gaining a competitive edge has become increasingly important in today's business environment. Investigating the elements that affect workers' job happiness was the aim of this article. Analyze how employment happiness affects retention of employees and offer suggestions for raising retention. Furthermore, the significance of a retention plan built upon a clearly defined human resource management system was underscored.

Abuhashesh et al. (2019) aims to identify the factors that encourage employees to stay in their jobs for the long term as opposed to those that foster negative feelings, thereby causing employees to leave, in order to help the Jordanian industrial sector reduce the time and money spent on recruiting and training new employees as a result of the high employee turnover rate. The variables taken into account are pay, corporate culture, perks, job satisfaction, stress, opportunities for advancement, training and development, and job security. The study assesses each variable's impact on worker satisfaction. A random sample of industrial personnel represents the research cohort, which is made up of workers in Jordan's industrial sector. To answer the research question, the quantitative methodology is used. The study indicates that more than any

other aspect, the concerns of Jordanian workers are centered around their salaries and positions. We thus urge Jordanian firms to look into the pay scale for each role in order to avoid losing out on skilled workers or failing to notice bright prospects.

Obeidat, et al. (2019) concluded that organizations need to know how to attract, retain, and motivate talented human resources because of the growing significance of HRM and overall quality management practices in creating a competitive edge and improving the capacity to compete in the market. Additionally, for a business to gain a competitive edge over time, it must be adept at executing the soft aspects of overall quality management. This paper's goal is to review the literature on the impact of overall quality management and human resource management strategies on competitive advantage.

Hartog and Lepak (2019) argued that strategic human resource management has come to a greater consensus over the past 30 years that the emphasis should be on HR systems rather than specific HR practices. This is due to the likelihood that the impact of HR practices will rely on the other practices inside the system. It is unclear how accurate the fundamental concept in the area of interactions and synergy in the system is, despite widespread agreement. This study demonstrates that the increasing intricacy of the conceptualization and measurement of HR systems, coupled with the ambiguity surrounding the various levels of HR system operation, has hindered the advancement of research. The fundamental premise that HR practices within a system cooperate to generate synergies is not supported by a large body of existing research. There are issues with the metrics, which progressively confuse HR systems with similar concepts and outcomes, and there is insufficient focus on the HR system architecture at various levels. This indicates, in general, that little is known about the "systems" component of HR systems and how exchanges and synergies function within them.

Amah and Oyetunde (2019) found that the study explored how ethnicity affects the expected relationships among human resources management practice (HRMP), job satisfaction and affective organizational commitment. The study used a cross-sectional research approach and was quantitative in nature. There were 450 participants, representing eight different Nigerian organizations. The findings showed that whereas

ethnicity is inversely relationship between job satisfaction and organizational commitment, HRM is positively correlated with both. The correlations between HRMP, job satisfaction, and organizational commitment were mediated by ethnicity.

Raisal and Ali (2020) concluded that studied the most in business science and organizational behavior (OB) is job satisfaction. There is not enough evidence to support a systematic analysis of the causes, results, and difficulties in the service setting, despite the fact that literature reviews on job satisfaction have been conducted. This analysis provides a systematic overview of empirical research on employee job satisfaction from 2010 to 2016. The findings indicate that employee job satisfaction should be examined from multiple perspectives. Significant indicators include leadership style, motivational practices, the reward management system, employee job expectations, and the working environment. This study may contribute to the advancement of research, particularly from a Sri Lankan perspective, so as to bring greater clarity to the employee satisfaction measures and components for effective organizational execution.

Dziuba et al. (2020) concluded that employee performance is significantly impacted by job satisfaction. Job safety and employees' perceptions of it are impacted by both factors. A happy worker puts all of his effort into his work, follows instructions more accurately, and takes good care of both others and himself. In the company, the researcher feels secure. This article used a simple poll to evaluate work performance and job satisfaction among employees. A survey was administered to the staff of a selected metallurgical company asking them to rate their degree of job satisfaction in order to accomplish this goal. By examining twenty statements that expressed their level of job satisfaction and assessing the three variables that were used to calculate the satisfaction index, the employees defined their level of job satisfaction. A general indicator of employee satisfaction was made possible by the poll.

Russo et al. (2020) concluded that examines the effects of certain HRM practices on employees' overall job satisfaction and the factors that influence employees' perceptions of discrimination, which adds to the discussion in the HRM literature. Our study is interesting because it delves further into the relationship between HRM practices and employees' perceptions of workplace discrimination. This study compares various

forms of discrimination and looks at how employees' perceptions of HRM practices and job satisfaction. It is assumed that employees who have experienced discrimination will see a weaker correlation between these two variables. According to our research, HRM practices aside from work group autonomy and job intensity have a beneficial effect on employee happiness and lessen the perception of discrimination. We also discover that workers' job happiness is negatively impacted by their impression of all forms of discrimination.

Alsafadi and Altahat (2020) investigate the impact of Human Resource Management Practices (HRMP) on improving Employee Performance (EP). The impact of HRMP on EP is hypothesized, and it is further theorized that this impact is mediated by job satisfaction, in order to complete the study. Because employee engagement may have a moderating influence within the theoretical model, it is also taken into consideration. 480 questionnaires were given to employees of commercial banks in Jordan. Data was gathered from these surveys, and SEM, path analysis, and CFA techniques were used for analysis. Researchers utilized the Analysis of a Moment Structures (AMOS) software version 24 to finalize our examination. The findings demonstrate that HRMP positively impacted EP in addition to job satisfaction and its constituent elements (enrichment and stability). It was found that work satisfaction (enrichment and stability) plays a moderating role. Eventually, a moderating component that connected HRMP and EP was found to be employee engagement. The study's conclusions highlight the significance of the roles that employee engagement and job satisfaction play in reaching HR performance objectives. It is advised to conduct additional research relationship between HRMP, job satisfaction, employee training, and performance reviews.

Cherif (2020) argued that this research was to examine how employee job satisfaction and human resource management relate to organizational commitment in the Saudi banking industry. This study used quantitative survey research for its objectives. Organizational commitment is the dependent variable, whereas employee job satisfaction and human resource management are the independent factors. Positive correlations were found between organizational commitment and employee job satisfaction and human resource management. However, it was discovered that there was a favorable correlation

between organizational dedication and employee work satisfaction. The prediction of organizational commitment was significantly influenced by each of the two independent factors separately.

Ayofe et al. (2021) concluded that work performance and employee motivation experiences are correlated. A descriptive study survey was conducted among 206 senior cadre employees of First Bank of Nigeria, utilizing cross-sectional data obtained from a semi-structured questionnaire. In the organization under study, there is a strong positive correlation between employee job performance and non-monetary motivational incentives such as job security, career advancement opportunities, flexible work schedules, retirement benefits, and salary increases and raises. It was shown that the most significant non-monetary motivation is job security ($R=0.835$), while the most significant monetary motivator is competitive wage ($R=0.809$). It was recommended that in order to encourage improved performance, the research organization employ both monetary and non-monetary incentives. Employees who are male are more driven by financial incentives (61%), whereas those who are female are more motivated by non-monetary incentives (58%).

Lama (2021) argued that the effect of HR procedures on worker satisfaction in Nepalese commercial banks is investigated in this study. The variable that is dependent is employee satisfaction. Recruitment and selection, development and training, policy on compensation, and performance evaluation are the independent variables. 389 individuals from the city of Kathmandu provided their opinions as main data for the research. The survey employed structured questionnaires that included cross-sectional data and a five-point Likert scale. The relationship and effect of an independent variable on employee satisfaction were determined using regression analysis and correlation analysis. The findings indicate that there is a favorable association between employee satisfaction and recruitment and selection, training and development, remuneration policy, and performance appraisal. Executives at commercial banking institutions could find this study and its findings useful in making decisions, as it offers a basis for projecting and mitigating employee-related problems. Thus, this study offers a more thorough understanding of the current state of HR practices and how they relate to worker happiness. Subsequent studies may be carried out incorporating additional variables

related to human resource strategies, as well as gathering additional data to evaluate potential long-term effects. Thus, in subsequent research, the relationship between the moderating effects of demographic variables can be investigated.

Mondejar and Asio (2022) argued that private academic institutions engage in recruitment and selection processes, evaluate employee performance, provide training and development, adequate compensation, career planning opportunities, and ensure employee safety, health, and welfare. In addition, respondents were pleased with their supervisors, colleagues, working conditions, compensation, and responsibilities, as well as the job itself, promotion, security, and recognition. According to inferential analysis, the association between HRM practices and job satisfaction is extremely significant. On the basis of these findings, the investigators developed a framework for teacher retention based on human resource management practices and employment satisfaction.

2.4 Research Gap

A few academics have looked into how HRM practices affect bank employees' satisfaction levels. Research on HRM practices and employee satisfaction in Nepal's public sector banks is extremely rare, and there hasn't been any study on HRM practices, employee satisfaction, or the effects of HRM practices on the banking industry in Kathmandu. In order to fill this vacuum in the literature, this study examined job satisfaction and HRM in the development banks in Kathmandu. The study's conclusions are useful in describing which HRM practices are positively correlated with HR outcomes, such as employee satisfaction in Kathmandu's banking industry. Therefore, managers can use the research's findings to assess the efficacy of the HR methods they already use and to determine the HRM results of such activities. Moreover, managers in Nepal's banking industry can reduce the adverse effects of HR outcomes by implementing the appropriate adjustments to the HR practices now in use. Therefore, recommendations are made for managers in the banking industry in Kathmandu to examine HRM practices and the effect of HR practices on HR outcomes.

CHAPTER-III RESEARCH METHODOLOGY

3.1 Research Methodology

This chapter elicits the adopted methodologies and statistical instruments to obtain the stated objective of the study. Basically, it explains the research design used in this study. It elaborates the samples and selection process, data collection and nature of source of data, analysis procedure and the test statistic that are used on the study. Basically, it is an exploratory type of research study pursuing survey design. It has included employees of various levels working in the banking sector in Kathmandu had the respondents of this study. Primary data are used to fulfill the objectives of the study. Opinion survey technique is adopted for collecting primary data. Suitable tools and techniques are employed for the study. For research purpose various statistical tools are used. The following section contains the discussion on the design of the study, various sources of data, a description of research instrument and the methods to collect and analyses the data detail of research methodology.

3.2 Research design

To achieve the research objectives, descriptive and casual comparative research design have used. Questionnaire survey data have collected from the banking sector employees taken from Kathmandu valley. Questionnaires were administered to the varieties of employees of development banks in Kathmandu Valley. Questionnaires were structured with the five-point Likert scale to know the opinion on the practices and some HRM variables and employees satisfaction. The questionnaires consisted of 5 to the highly agreed, 4 to agreed, 3 for neutral, 2 for disagreed and 1 for highly disagreed.

3.3 Population and Sample

In this study 10 national level development banks were considered as the population. Development bank's employees were defined as the sample population. They were selected judgmentally. Among the large number of population of organizations and individuals 10 national level development banks and 273 individuals comprising of the

employee have selected as the sample of the study. In addition, the table also presents the number of questionnaires distributed and usable questionnaires received.

Table 2

Data collection from sample banks

	Frequency	Percent
GBBL	36	9.4
GDBL	27	7
JBBL	58	15.1
KSBBL	29	7.6
LBBL	44	11.5
MLBL	58	15.1
MNBBL	16	4.2
SBBL	29	7.6
SDBL	52	13.5
SRDBL	35	9.1
Total	384	100

Note. Questionnaire survey, 2023

In Nepal, there are all together 20 commercial banks. This research has collected a data from the 20 commercial banks. In this data, what we can notice is that among 380 respondents. Global IME Bank is used mostly by the respondents and its percentage is 16.1. And the least uses bank is the Machhapuchre Bank with 1 respondent and 0.8%. All banks provide equal digital facilities to its customers

3.4 Data Collection Procedures

This study is completely based on the primary data because this study was employees' view of the Human Resource Management and Job satisfaction in banking sector in Kathmandu. To explore Human Resource Management of the five-point Likert type scale questionnaire were used. The questionnaires consisted of 5 to the highly agreed, 4 to agreed, 3 for neutral, 2 for disagreed and 1 for highly disagreed. While analyzing the data it has been considered that 3.5 to 5 agreed and good, below 3 disagreed and poor and 3 to 3.5 neutral correspondingly.

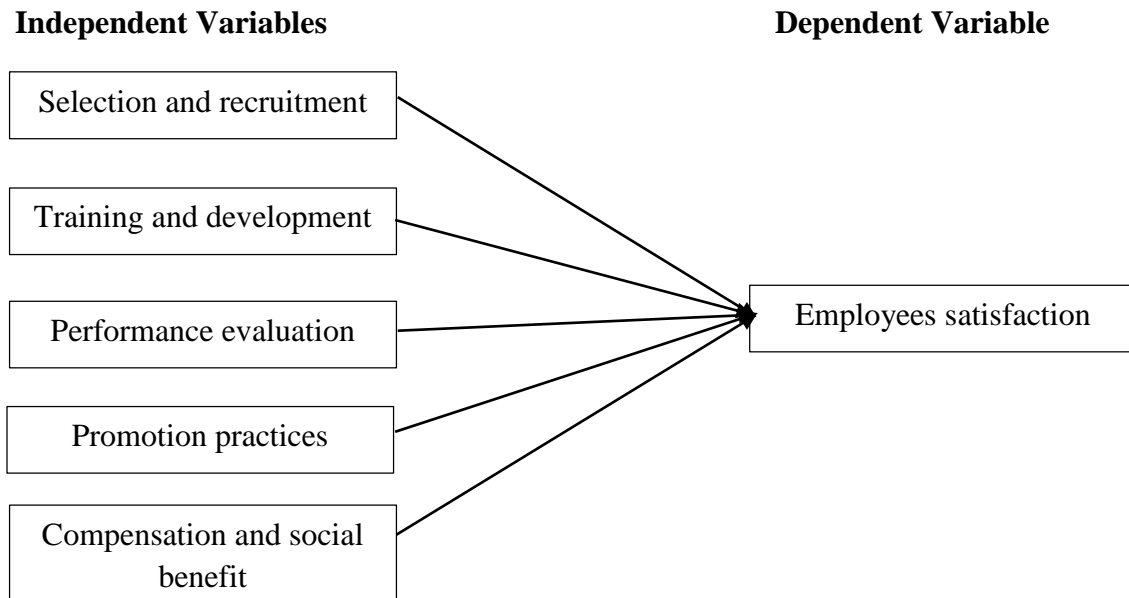
All collected data were tabulated and appropriate statistical techniques such as percentage, mean and standard derivation were used to analyze the information achieved from the respondents. In order to compare and analyze the statistical tools like Karl Pearson's correlation coefficient was used to see the relationship between Human Resource Management and job satisfaction. The data collected from the employees were presented, analyzed and interpreted for attaining the stated objective of the study. Appropriate non-parametric statistical analysis was conducted to test the significance of primary data. It has been used to attain the Human Resource Management and job satisfaction.

3.5 Data Analysis

For the fulfillment of the objective of the study, researcher have gone through the primary data. All the data has been calculated by using this SPSS software. The outcome obtained from the structured questionnaire is presented in quantitative manner. In some extent to clarify the all; statistical tools are used and results are presented in tables. All the methods of analysis and presentation are applied as simple as possible. Interpretation is made in very simple way. Details of calculation which could not be shown in the main body part are presented in appendices, at the end. Summary, conclusion and recommendation are presented finally.

3.6 Theoretical Framework

The relationship between HRM and employees satisfaction of development banks in Nepal. From the literature discussed above the theoretical framework that can be empirically tested are drawn as under:



Recruitment and selection

The organization's staffing process entails the following steps: recruiting, screening, and assigning workers (Harel & Tzafrir, 1996). Firm earnings were found to be significantly and favorably correlated with the extent of recruiting, the validity of selection tests, and the usage of formal selection procedures by Terpstra and Rozell (1993). Putting the appropriate person in the right position through HRM practices (organizational structure and employee skills) increases productivity (Huselid, 1995). Likewise, studies have demonstrated a positive correlation between organizational performance and the implementation of selective staffing, or an efficient staffing process (Delany & Huselid, 1996). Advanced hiring and selection practices have been found by Koch and McGrath (1996) to be favorably correlated with labor productivity.

Training and Development

Training is an investment in the organization's human resources. Furthermore, training is a helpful tool for adapting to changes brought about by market competition, technological innovation, organizational restructuring, and demographic changes (Knoke & Kalleberg, 1994). Education, training, and development are the primary activities that makeup training and development. Businesses that provide staff development and

training are investing in their workforce. Increasing an employee's employability is one of the benefits of this investment (Waterman et al., 1994).

Performance Evaluation Practices

The purpose of the performance appraisal is to enhance employee productivity and performance by serving as a management tool (Shahzad et al., 2008). It is partially a formalized method of worker monitoring. One potentially crucial strategy for creating a productive workforce is performance appraisal, which is the process of watching, assessing, and giving feedback to employees on their work. An additional tool for enhancing worker performance is performance appraisal. It is commonly acknowledged as the principal intervention in human resource management for giving personnel feedback on their accomplishments relating to their work (Waddell, 2000). Making decisions about remuneration, retention, transfer, promotion, and demotion can be aided by performance appraisals. It is also used as a developmental guide for employee feedback and needs assessments related to training. Performance appraisal systems can increase productivity and employee satisfaction (Brown & Benson, 2003).

Compensation and Benefits

According to Snell and Bohlander (2007), employee compensation encompasses all remuneration and benefits obtained by workers in exchange for carrying out their duties. Wages and salaries, commissions, bonuses, and incentive payments are all considered forms of direct remuneration for employees. The various benefits that companies provide fall under the category of indirect compensation. Non-financial remuneration includes things like intrinsically fulfilling work, a pleasant work atmosphere, flexible work schedules to meet personal requirements, and fringe perks like free lunches and insurance. According to Snell and Bohlander (2007), employee benefits are an indirect type of pay meant to enhance the quality of an employee's personal and professional life.

Performance-based remuneration has been identified by the majority of research as one of the high-performance HRM strategies (Arthur, 1994; MacDuffie, 1995). The majority of empirical research on the connection between performance-related

compensation and business performance has discovered a favorable one. Performance-based remuneration was found to be the most reliable indicator of firm performance by Delery and Doty (1996).

3.7 Reliability test

The degree to which measures are error-free and produce consistent results is reliability. If a measurement tool consistently gives the same score to people or things with the same value, it is thought to be reliable (Lakshmi & Mohideen, 2013). It is the consistency and repeatability of data generated by a method, strategy, or experiment. Cronbach's Alpha is a statistic that is used to determine how consistent a test or scale is within itself. In testing, internal consistency specifies the amount to which all of the items in a test measure the same notion or construct. As a result, it is linked to the interconnectedness of the items in a test (Tavakol & Dennick, 2011). The reliability test of this research questionnaire is determined using Cronbach's Alpha. Table 1 shows the Cronbach's alpha of each of the six constructs of the study.

Table 3

Cronbach's Alpha Coefficients

Variables	Cronbach's alpha	Number of items
Selection & Recruitment	0.851	6
Training and development	0.829	4
Performance evaluation	0.828	4
Promotion Practices	0.824	4
Compensation & Social benefit	0.831	5
Employees Satisfaction	0.828	5

The variables, the number of items retained, and Cronbach's Alpha are shown in table 2 above. Cronbach's alpha values for the Selection & Recruitment, Training and development, performance evaluation, Promotion Practices, Compensation & Social benefit and Employees Satisfaction are all greater than the cutoff point of 0.70. It means that each of the variables listed above produces an internally consistent result. As a

result, it can be said that the questionnaire had enough internal reliability to be used to measure the scale.

3.8 Regression Equation

The following research model is used to measure the relationship between HRM and job satisfaction of development banks in Nepal:

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_i$$

Where,

\hat{Y} = Dependent variable (Employees Satisfaction)

X_1 = Independent Variables (Selection & Recruitment)

X_2 = Independent Variables (Training and development)

X_3 = Independent Variables (Performance evaluation)

X_4 = Independent Variables (Promotion Practices)

X_5 = Independent Variables (Compensation & Social benefit)

α = Constant

β_1 = (Beta value) Coefficient of slope of regression model

e_i = Error term

CHAPTER-IV RESULTS AND DISCUSSION

The data analysis and important results of the study are discussed in this chapter. Statistical techniques such as frequencies, chart, percentages, means, standard deviations, correlations, and regression analysis will be used to examine the respondents' data in SPSS. Similarly, to make the research more understandable, the results are tabulated and explained. Data analysis was used to put the study's hypotheses to the test. To satisfy the research objectives, data analysis was also performed.

4.1 Demographic analysis

Demographic profile of respondents for this study incorporate gender, age group, occupation and the education level of the respondents. As stated earlier descriptive statistics summarizes the information of collected data. The Descriptive analysis contain graphs, tables as well numbers such as averages and percentages. Table 1 represents the demographic characteristics of the digital banking users.

The gender distribution of respondents is 58.60 percent for male and 41.40 percent for female. This means that out of total 384 respondents 225 were male and 159 were female. The age group breakdown revealed that 142 respondents (37.0%) belong to age group of 30 years below while the majority respondents were between 31-40 years respondents.

In addition, the table shows the majority respondents' (79.40%) are Master's degree. The majority level of respondents are assistant level (44%) and officer level (40.4) respectively.

Table 4*Demographic characteristic*

Variable	Classification	Frequency	Percent
Gender	Male	225	58.6%
	Female	159	41.4%
	Total	384	100%
Age Group	30 years below	142	37.0%
	31-40 years	182	47.4%
	Above 41 years	60	15.6%
	Total	384	100%
Education	Bachelor's & below	75	19.5%
	Master's Degree	305	79.4%
	Above Master	4	1.1%
	Total	384	100%
Current Position	Assistant level	169	44.0%
	Officer level	155	40.4%
	Manger level	60	15.6%
	Total	384	100%
Work Experience	5 Years & below	150	39.1%
	6 - 10 Years	91	23.7%
	11 Years & above	143	37.2%
	Total	384	100%

Note. Questionnaire Survey, 2023

Since, this research is related to the Human Resource Management and Job satisfaction of commercial bank in Nepal.

4.2 Assumption of Normality of Residuals

One of the basic assumptions in multiple linear regression analysis is that the residuals are normally distributed (Tsagris & Pandis, 2021). The normality assumption is

needed to estimate standard errors, and thus confidence intervals and p values, in an unbiased manner (Schmidt & Finan, 2018). Visual inspection (histogram and normal P-P plot of standardized residuals) and Shapiro-Wilk test are performed to check the normality assumption of regression analysis. The results are shown below:

Figure 1

Histogram of Standardized Residuals

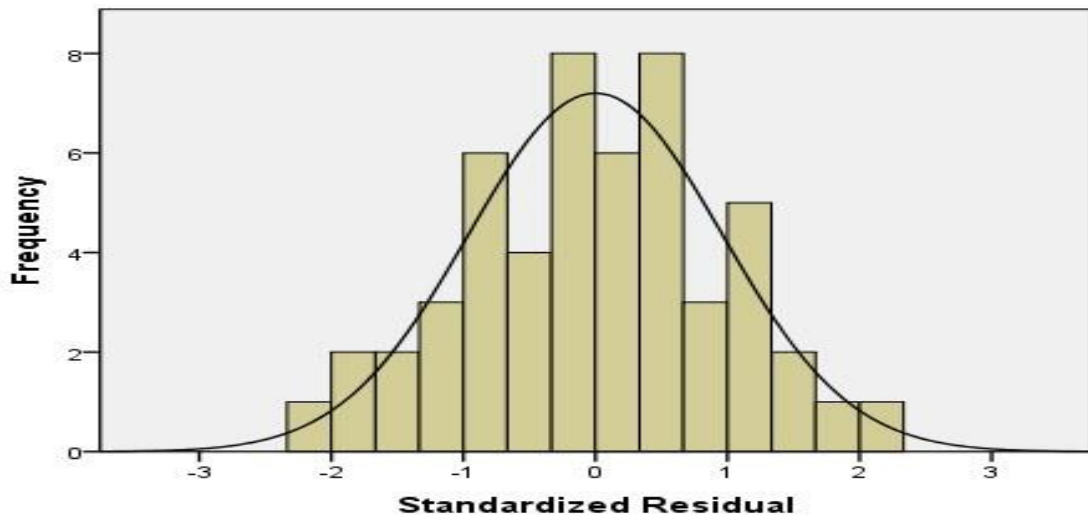


Figure 1 shows the histogram of standardized residuals. The curve above the histogram is bell-shaped. No absolute value of standardized residual is > 3 , implying no extreme values in standardized residuals.

Figure 2

Normal P-P Plot of Standardized Residuals

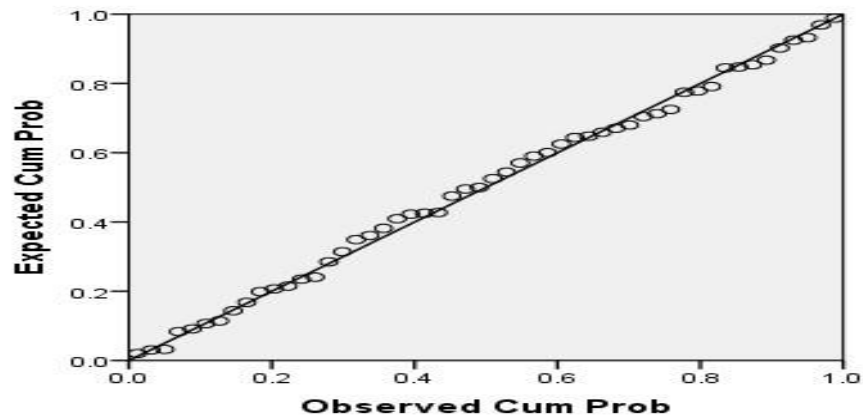


Figure 2 shows the normal probability (*P-P*) plot of standardized residuals. Data points tend to cluster around the expected line. The assumption of normality appears to be not violated.

Table 5

Test of Normality of Residuals

	Shapiro-Wilk		
	Statistic	<i>df</i>	Sig.
Standardized residual	0.99	383	.991

Note. Questionnaire Survey, 2023

To confirm the assumption of normality, the Shapiro-Wilk test was carried out. This test fails to reject the hypothesis of normality since the p-value of the test is 0.991. It is concluded that the error terms are normality distributed.

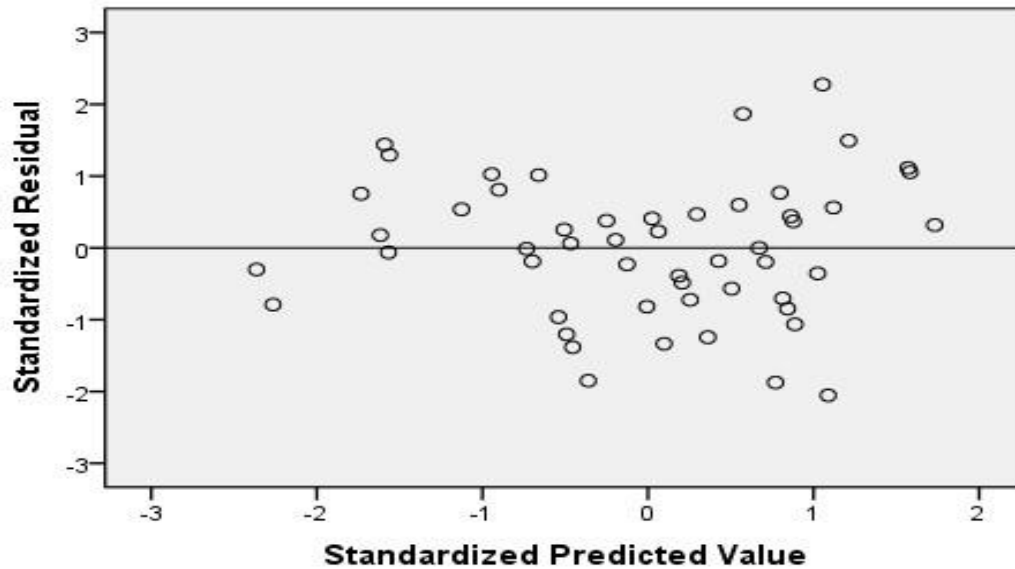
4.3 Assumption of homoscedasticity

Homoscedasticity refers to the fact that the variance of errors is the same across all levels of the independent variable. Heteroscedasticity is evidenced when the variance of errors varies with different values of the independent variable (Osborne & Waters, 2003). When heteroscedasticity is present, it can cause significant distortion of findings and substantially undermine the analysis, raising the risk of a Type I error (Osborne & Waters, 2003).

The assumption of homoscedasticity is most usually evaluated visually by inspecting the residual plot. A residual plot is a scatter diagram created by plotting standardized residuals against standardized predicted values. If the data points on the figure are randomly scattered along a horizontal line parallel to the x-axis drawn from 0, it can be concluded that the homoscedasticity assumption is not violated. In contrast, if the data points on the diagram display any systematic pattern, it can be concluded that the homoscedasticity assumption has been violated.

Figure 3

Scatter plot of standardized residuals against standardized predicted value



Note: Questionnaire Survey, 2023

The residual plot of standardized residuals against standardized predicted values is shown in figure 3. The data points are randomly scattered about the reference line $y = 0$, with no clear pattern. As a result, it is safe to conclude that the homoscedasticity assumption is not violated.

4.4 Descriptive Statistics

Table 8 presents the descriptive statistics for the perception of various independent variables like interest rate, saving option, location, employees behaviors, loan term and customer satisfaction of co-operative.

The variables in the study were analyzed using descriptive statistics such as mean, standard deviation, C.V, minimum, and maximum. The questionnaire survey was generated with a view to obtaining the self-reported attitude of respondents; each variable is measured using a five-point rating scale ranging from scales like highly disagree (1), disagree (2), neutral (3), agree (4), and highly agree (5).

Table 6*Descriptive Statistics*

	Min.	Max.	Mean	SD	C.V.	N
Selection & Recruitment	12	30	24.27	2.87	11.81	384
Training and development	5	20	15.57	2.31	14.83	384
Performance evaluation	8	20	15.52	2.21	14.25	384
Promotion Practices	7	20	15.72	2.00	12.71	384
Compensation & Social benefit	8	25	19.14	2.56	13.37	384
Employees Satisfaction	10	25	19.89	2.38	11.98	384

Note. Questionnaire Survey, 2023

The table 6 depicts that the average selection and recruitment of is 24.27. The minimum value is 12 and maximum value is 30. The coefficient of variation is 11.81. The average value of Training and development is 15.57. The minimum and maximum value are 5 and 20 respectively. The average Performance evaluation of the development banks is 15.52, minimum and maximum value are 8 and 20 respectively. The variations of Performance evaluation are 14.25. It means that Performance evaluation dimension is less variation. The average Promotion Practices of development banks is 15.72. The maximum value is 20 and minimum value is 7.

Similarly, the average value of Compensation & Social benefit is 19.14. The minimum and maximum value of Compensation & Social benefit are 8 and 25 respectively. The coefficient of variance of Compensation & Social benefit is 19.14. The mean value of Employees Satisfaction in development banks is 19.89. The minimum and maximum value of Employees Satisfaction in development banks are 10 and 25. The coefficient of variance of Employees Satisfaction is 11.98.

4.5 Correlation

Asuero et al. (2006) defined a scale for strength of correlation. Little correlation coefficients are 0.00 to 0.29, low correlation coefficients are 0.30 to 0.49, moderate correlation coefficients are 0.50 to 0.69, high correlation coefficients are 0.70 to 0.89 and very high correlation coefficients are 0.90 to 1.00. This study's correlation analysis

interpretation has been based on the scale described. All independent and dependent variables were correlated using Pearson correlation. Table 15, shows the correlation analysis results. The Pearson correlation result of the study has been presented in the following table:

Table 7

Correlation Analysis

		Emp_Satis.	Sel_Rec.	Trai_dev.	Perf_eval.	Pro_Pra.	Comp_Soci
Emp_Satis.	Pearson Correlation	1					
	Sig. (2-tailed)						
Sel_Rec	Pearson Correlation	.499**	1				
	Sig. (2-tailed)	0.000					
Trai_dev.	Pearson Correlation	.459**	.480**	1			
	Sig. (2-tailed)	0.000	0.000				
Perf_eval.	Pearson Correlation	.497**	.370**	.581**	1		
	Sig. (2-tailed)	0.000	0.000	0.000			
Pro_Pra.	Pearson Correlation	.552**	.477**	.580**	.629**	1	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		
Comp_Soci.	Pearson Correlation	.574**	.429**	.478**	.559**	.503**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	
	N	384	384	384	384	384	384

A correlation coefficient between Employees satisfaction and Selection & Recruitment, Training and development, Performance evaluation, Promotion Practices, Compensation & Social benefit are 0.499, 0.459, 0.497, 0.552 and 0.574 respectively. There was a positive correlation between Employees satisfaction and Selection & Recruitment, Training and development, Performance evaluation, Promotion Practices, Compensation & Social benefit which was statistically significant at the 0.01 level (2-tailed) ($r = 0.499, 0.459, 0.497, 0.552 \text{ \& } 0.574, n = 385, p < 0.01$).

4.6 Regression Analysis

Regression analysis is used to evaluate the statistical significance and the impact of independent variables on dependent variables. The model's research hypotheses were tested using linear regression with a robust standard error. It is a method for figuring out which linear regression model's unknown parameters are. It is used when there is a

certain level of correlation between the observations or when the variances of the observations are not equal.

Table 8

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680a	0.463	0.456	1.75813

a. Dependent Variable: Employees Satisfaction

The table 7 shows the relationship between employees satisfaction and selection and recruitment, training and development, performance evaluation, promotion practices, compensation and social benefit of development banks in Kathmandu. R² value has 0.463. It means that independent variable explain by dependent variable is 46.30%.

Table 9

ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1007.003	5	201.401	65.157	.000
	Residual	1168.403	378	3.091		
	Total	2175.406	383			

b. Dependent Variable: Employees Satisfaction

b. Predictors: (Constant), a Predictors: (Constant), Compensation & Social benefit, Selection & Recruitment, Training and development, Promotion Practices, Performance evaluation

Table 8 shows the P-value is 0.000, which is less than 0.01. There is an significant relationship between employees satisfaction and selection and recruitment, training and development, performance evaluation, promotion practices, compensation and social benefit of development banks in Kathmandu.

The ANOVA table indicates that the fitted model or R square is significant (F (5, 378) = 65.157, p = 0.000). It means that the model is fit.

Table 10*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	3.978	0.904		4.402	0.000		
Selection_Recrut.	0.179	0.038	0.215	4.708	0.000	0.265	3.771
Training_Develop.	0.028	0.053	0.028	0.536	0.043	0.412	2.428
Perf_Evalu.	0.099	0.058	0.091	1.689	0.040	0.184	5.421
Prom_Pract.	0.264	0.064	0.222	4.136	0.000	0.259	3.854
Compen_Soc.	0.285	0.045	0.306	6.327	0.000	0.146	5.344

a Dependent Variable: Employees Satisfaction

Table 10 shows that the results are based on regression analysis of primary data collected from 385 respondents who are currently involve in development banks by using linear regression model.

$$\hat{Y} = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e_i$$

Where,

\hat{Y} = Dependent variable (Employees Satisfaction)

X_1 = Independent Variables (Selection & Recruitment)

X_2 = Independent Variables (Training and development)

X_3 = Independent Variables (Performance evaluation)

X_4 = Independent Variables (Promotion Practices)

X_5 = Independent Variables (Compensation & Social benefit)

α = Constant

β_1 = (Beta value) Coefficient of slope of regression model

e_i = Error term

The above model is defined in linear form of regression as below:

Therefore,

$$\hat{Y} = 3.978 - 0.179.X_1 + 0.028.X_2 + 0.099.X_3 + 0.264.X_4 + 0.285.X_5 + e_i$$

The variance inflation factor values of all predictors are less than 5, indicating no problem of multicollinearity in the model.

4.7. Summary of hypothesis

Table 11

Hypothesis test

	Satisfaction	t	Sig.	Alpha	Results
Selection & Recruitment	.499**	4.402	0.000	0.05	Significance
Training and development	.459**	4.708	0.043	0.05	Significance
Performance evaluation	.497**	0.536	0.040	0.05	Significance
Promotion Practices	.552**	1.689	0.000	0.05	Significance
Compensation & Social benefit	.574**	4.136	0.000	0.05	Significance
N	384				

Table 10 shows that the all-research hypothesis have accepted. It means that there is significant relationship which was statistically significant at the 0.05 level (2-tailed) ($p < 0.05$).

4.8 Major Findings

- The gender distribution of respondents is 58.60 percent for male and 41.40 percent for female. This means that out of total 384 respondents 225 were male and 159 were female. The age group breakdown revealed that 142 respondents (37.0%) belong to age group of 30 years below while the majority respondents were between 31-40 years respondents.
- The majority respondents' (79.40%) are Master's degree. The majority level of respondents are assistant level (44%) and officer level (40.4) respectively.
- The histogram of standardized residuals. The curve above the histogram is bell-shaped. No absolute value of standardized residual is > 3 , implying no extreme values in standardized residuals.
- The normal probability ($P-P$) plot of standardized residuals. Data points tend to cluster around the expected line. The assumption of normality appears to be not violated.

- The assumption of normality, the Shapiro-Wilk test was carried out. This test fails to reject the hypothesis of normality since the p-value of the test is 0.991. It is concluded that the error terms are normality distributed.
- The residual plot of standardized residuals against standardized predicted values is shown in figure 3. The data points are randomly scattered about the reference line $y = 0$, with no clear pattern. As a result, it is safe to conclude that the homoscedasticity assumption is not violated.
- The average selection and recruitment of is 24.27. The minimum value is 12 and maximum value is 30. The coefficient of variation is 11.81. The average value of Training and development is 15.57. The minimum and maximum value are 5 and 20 respectively. The average Performance evaluation of the development banks is 15.52, minimum and maximum value are 8 and 20 respectively. The variations of Performance evaluation are 14.25. It means that Performance evaluation dimension is less variation. The average Promotion Practices of development banks is 15.72. The maximum value is 20 and minimum value is 7.
- The average value of compensation and social benefit is 19.14. The minimum and maximum value of compensation and social benefit are 8 and 25 respectively. The coefficient of variance of compensation and social benefit is 19.14. The mean value of employees satisfaction in development banks is 19.89. The minimum and maximum value of employees satisfaction in development banks are 10 and 25. The coefficient of variance of employees satisfaction is 11.98.
- There was a positive correlation between employees satisfaction and selection and recruitment, training and development, performance evaluation, promotion practices, compensation and social benefit which was statistically significant at the 0.01 level (2-tailed) ($r = 0.499, 0.459, 0.497, 0.552 \text{ \& } 0.574, n = 385, p < 0.01$).
- The relationship between employees satisfaction and selection and recruitment, training and development, performance evaluation, promotion practices, compensation and social benefit of development banks in Kathmandu. R^2 value has 0.463. It means that independent variable explain by dependent variable is 46.30%.

- The ANOVA table indicates that the fitted model or R square is significant ($F(5, 378) = 65.157, p = 0.000$). It means that the model is fit.
- The variance inflation factor values of all predictors are less than 5, indicating no problem of multicollinearity in the model.
- Table 10 shows that the all-research hypothesis have accepted. It means that there is significant relationship which was statistically significant at the 0.05 level (2-tailed) ($p < 0.05$).

4.9 Discussion

The results of this study analyze the Human Resource management and job satisfaction of development banks in Nepal. The results from the current research indicate that there is a strong, positive correlation between HRM and job satisfaction amongst employee of development banks in Kathmandu. The majority employees of development banks satisfaction with the Human resources practices such as selection & recruitment, training and development, performance evaluation, promotion practices, compensation & social benefit. Similarly, employees satisfaction level of development banks are satisfaction.

There was a positive correlation between Employees satisfaction and Selection & Recruitment, Training and development, Performance evaluation, Promotion Practices, Compensation & Social benefit which was statistically significant. The independent variable explain by dependent variable is 46.30%. The ANOVA value indicates that the fitted model or significant. It means that the research model is fit. This result was support literature with (Jackson & Schuler,1992; Eskildsen & Nussier, 2000); Boselie & Wieles, 2002). This literature concluded that HRM practices are positive and significant effects on employee satisfaction.

The Human Resource Management variables such as selection & recruitment, training and development, performance evaluation, promotion practices, compensation & social benifits are positive and significant effects on job satisfaction of development banks in Nepal. This research finding support literature, Koc (2014) concluded that there is a positive effects between human resource management (i.e. recruitment and selection,

training and development, compensation and benefits, performance appraisals) and job satisfaction and organizational commitment. Similarly, Amah, and Oyetunde (2019) found that HRM is positively related to job satisfaction and organizational commitment. The job itself, advancement, security, and recognition were among the factors the respondents found satisfactory, along with their coworkers, supervisors, working conditions, pay, and duties. The HRM practices were significantly effects of job satisfaction (Mondejar & Asio, 2022).

According to Majumder (2012) and Lim and Ling (2012), the architects who worked for the study's participating firms had the highest level of satisfaction with their working hours, with their direct supervisor coming in second. This could have happened as a result of the different industry and circumstance. Furthermore, the findings of this study demonstrate that about 80% of the architects are core staff, defying the assertions made by Wilkinson et al. (2012) that companies in the construction sector casualize and disregard human resource management. Sypniewska et al. (2023) findings indicate how employee involvement mediates the relationship between workplace well-being, employee growth, retention, and satisfaction. The findings that are being presented further the body of knowledge regarding job satisfaction and work engagement in SHRM practice. Also, Petrescu and Simmons (2008) found that there is a correlation between low job satisfaction and a compensation structure that is perceived as being unduly distributed. While HRM methods directly improve workers' job happiness, it is possible that these policies could have a counteracting negative impact on performance and satisfaction if they simultaneously increase wage inequality in the workplace.

there is a correlation between low job satisfaction and a compensation structure that is perceived as being unduly distributed. While HRM methods directly improve workers' job happiness, it is possible that these policies could have a counteracting negative impact on performance and satisfaction if they simultaneously increase wage inequality in the workplace. The findings of this research support and evidence of previous literature above.

CHAPTER-V SUMMARY AND CONCLUSION

This chapter presents the glance of the whole research process. The study is carried out to assess the role of existing Human Resource Management and Job Satisfaction of development banks in Nepal. The whole research process is concentrated particularly on the examination of HRM practices of the banking sector in Kathmandu. This chapter contains summary the study and presentation of conclusion and implications based on the research findings.

5.1 Summary

The first chapter of this study contains focusing on the human resource management and Employees Satisfaction in brief in this chapter. It is tries to explain in banking sector in Kathmandu with respect to objectives, functions organization and management, training and development, and so on.

The study's findings showed a favorable correlation between improved employee satisfaction and a variety of HRM strategies. This outcome agrees with Jackson & Schuler (1992). This indicates that satisfied employees are a result of good HRM practices. The banking sector in Kathmandu showed that just four aspects of HRM practices were found to be significant determinants of employee happiness. Recruitment and selection, performance evaluation, training and development, and social benefits and pay are some of these processes. Employee satisfaction was most significantly impacted by pay and social benefits. Bundles of HRM practices are also positively correlated with higher employee satisfaction, according to this study. Employee satisfaction was most significantly impacted by compensation and social benefits.

The major objectives considered by this current study were to explore the Human Resource Management and Employees Satisfaction in development banks in Kathmandu. Therefore, the study attempted to design descriptive and casual comparative research design have used. The major methodological approach followed by the study can be summarized as under. Basically, it was an exploratory study type of research pursuing survey design. Opinion survey technique was adopted for collecting primary data.

Suitable tools and techniques were employed for the study. Numbers of literature were reviewed to identify Human Resource management and employee Satisfaction. Survey data were collected from the multiple employees of respondent by using Questionnaire, which were structured 5-point Likert scale to know the opinion on the Human Resource management and employee Satisfaction variables.

The results of this study demonstrate a beneficial relationship between staff training and increased job satisfaction in the banking industry in the Kathmandu district. Evidence from earlier studies also revealed that organizations with better training initiatives have lower employee turnover than those that prioritize employee development. Additionally, higher investment in training and employee development is positively correlated with a decrease in employees' intention to leave the company. Furthermore, this study discovered a strong correlation between employee satisfaction and human resource management and the availability of performance-based compensation.

There was a positive correlation between Employees satisfaction and Selection & Recruitment, Training and development, Performance evaluation, Promotion Practices, Compensation & Social benefit which was statistically significant at the 0.01 level (2-tailed). The relationship between Employees satisfaction and Selection & Recruitment, Training and development, Performance evaluation, Promotion Practices, Compensation & Social benefit of development banks in Kathmandu. R^2 value has 0.463. It means that independent variable explain by dependent variable is 46.30%. The ANOVA table indicates that the fitted model or R square is significant ($F(5, 378) = 65.157, p = 0.000$). It means that the model is fit.

The variance inflation factor values of all predictors are less than 5, indicating no problem of multicollinearity in the model. All-research hypothesis has accepted. It means that there is significant relationship which was statistically significant at the 0.05 level (2-tailed) ($p < 0.05$).

5.2 Conclusion

The results from the research found that there is a positive correlation between HRM and job satisfaction amongst employee of development banks in Kathmandu.

The majority employees of development banks satisfaction with the Human resources practices such as selection & recruitment, training and development, performance evaluation, promotion practices, compensation & social benefit. Similarly, employee's satisfaction level of development banks are satisfaction.

There was a positive correlation between Employees satisfaction and Selection & Recruitment, Training and development, Performance evaluation, Promotion Practices, Compensation & Social benefit which was statistically significant. The independent variable explain by dependent variable is 46.30%. The ANOVA value indicates that the fitted model or significant. It means that the research model is fit.

The Human Resource Management variables such as selection & recruitment, training and development, performance evaluation, promotion practices, compensation & social benifits are positive and significant effects on job satisfaction of development banks in Nepal.

5.3 Implications

The future researchers are advised to concentrate on the large population and sample and should also find the regression of the skills with each other. It can also be aimed that the future researchers should concentrate to find the factor of barriers of relationship between Human Resource Management and Employees Satisfaction. It would be better if the future researchers find out the measures and ways to enhance Human Resource Management and Employees Satisfaction in banking sector in Kathmandu.

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Appendix-I

Dear Respondent,

I hereby cordially request you that I'm preparing the thesis on **“Human Resource Management and Employees satisfaction of development banks in Nepal”** as the partial fulfillment of Master of Business Studies (MBS). These are questions about your experience working at your present employer. Your answers will be handled with the highest secrecy and used just for this study. I sincerely ask that you complete the questions. In order to ensure the success of the research, kindly offer an unbiased comment. The document will not contain any information about you. The questionnaires have been designed as the five scales. 1= highly disagreed, 2= disagreed, 3= neutral, 4= agreed and 5= highly agreed. I request you to tick any one option out of five alternatives.

Section: 1

1. Name of the organization.....
2. Age.....
3. What is your gender?

Male	
Female	

4. Qualification

Bachelor's & below	
Master's Degree	
M.Phil. & above	

5. Current Position

Assistant level	
Officer level	
Manger level	

6. Work experience

Section: 2

Please tick (✓) one cell for each statement

Selection and Recruitment

S.N.	Particulars	1	2	3	4	5
1	Applicants are fully informed about the qualifications required to perform the job before being hired.					
2	Applicants undergo a medical test before being hired					
3	Vacancies are filled from qualified employees who are working in the bank					
4	Applicants undergo structured interviews (job related questions, same questions asked of all applicants) before being hired					
5	Applicants for this job take formal test (written or work sample) for selecting applicants for vacancies kindly communicate me and find out to faults to take appropriate action.					
6	Job advertisements in newspapers are used by the bank to recruit people					

Training and Development practices

S.N.	Particulars	1	2	3	4	5
1	I have training opportunities to learn and grow					
2	I get training I need to do my job well					
3	I get the training from the bank for my next promotion					
4	Available training match with my job					

Performance evaluation practices

S.N.	Particulars	1	2	3	4	5
1	The performance appraisal is fair					
2	There is a formal & written performance Appraisal system					
3	I am informed that how my performance is evaluated					
4	I receive feedback of performance evaluation results about myself					

Promotion Practices

S.N.	Particulars	1	2	3	4	5
1	Bank has a written promotion policy.					
2	Job promotions are fair and equitable.					
3	Priority is given for seniority in promotion decision.					
4	Priority is given for merit in promotion decisions.					

Compensation and Social benefits

S.N.	Particulars	1	2	3	4	5
1	Available benefits are appropriate for my needs.					
2	Amount of health care paid is sufficient.					
3	The bank provides equitable external salary.					
4	If I do work well, I can count on earning More money (bonuses & commissions).					
5	The bank provides flexible work hours to accommodate my personal needs.					

Job Satisfaction

S.N.	Particulars	1	2	3	4	5
1	I am happy with assistance given by the bank in terms of money, leave, subscriptions.					
2	I am happy with my salary.					
3	Sick leave policy is satisfactory.					
4	I am satisfied with the value of increment in pay.					
5	The organization gives enough recognition for well done work					

Thanks