



REVIEW OF LITERATURE ON HUMAN RESOURCE DEVELOPMENT PRACTICES AND JOB SATISFACTION

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Abstract: Human Resource Development (HRD) is a process by which the employees of an organization are helped, in a continuous, planned way, to: 1) acquire or sharpen capabilities required to perform various functions associated with their present or expected future roles, 2) develop their general capabilities as individuals and discover and exploit their potentials for their own and/or organizational development purposes, and 3) develop an organizational culture in which supervisor-subordinate relationships, teamwork, and collaboration among sub-units are strong and contribute to the professional well-being, motivation, and pride of employees (Rao, 1985). Organizational climate is a concept that enables the industrial/organizational psychologist to identify how the organization is a psychologically meaningful environment for individual organization members (Payne & Pugh, 1976). Descriptively, it represents the individual member's perceptions of the conditions, factors, and events that occur in the organization (Ekvall, 1987). The concept is useful in attempting to diagnose problems in organizational settings. Just as the perceptions of the individual are at the centre of any clinical intervention in clinical psychology, so are the perceptions of the characteristics of the organization, by the members of the organization, central to the diagnosis of organization's problems and dysfunctions.

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Introduction

Human resource management practices refer to a collection of procedures or systems that businesses can use to manage how they handle their most asset – people – to gain and maintain an incomparable competitive edge and produce superior results. Human resource techniques are unofficial methods of managing people (Armstrong, 2016). Employment satisfaction refers to an employee's readiness to perform at their best when they are happy with their job (Sageer et al., 2012). According to Aziri (2011), there is no universally accepted definition of job satisfaction or what it entails; however, one must consider the nature and value of the work. Several factors influence job satisfaction, like new types of workspaces and partial home working (Davidescu et al. 2020). This context can affect other employees like the teachers who work in schools, and the working conditions and their characteristics play a vital role in their job satisfaction (Toropova et al., 2021). Colleges and universities worldwide have acknowledged the value of strong leadership and employee job satisfaction. Studies related to job satisfaction (Khan et al., 2019; Javed et al., 2019; Ashraf, 2020; Maric et al., 2021)) as well as HRM practices (Manzoor et al.,

2019; Zamanan et al., 2020) in different educational institutions show varying degrees of complexities and perspectives (Raid et al., 2021). Human capital is critical to accomplishing company goals and objectives (Al-Ababneh, 2013). Management techniques and employee job satisfaction are the two most important aspects influencing an organization's effectiveness. Human resource management techniques are among the most important predictors of employee work satisfaction.

Cho and Perry (2012) say that individuals are intrinsically motivated when they seek enjoyment, but add on interest, the satisfaction of curiosity, self-expression, or personal challenge in work, while extrinsically motivated when they engage in activities to obtain a goal that is separate from the work itself. Despite the importance attached to the need for employee job satisfaction (Petrescu & Simmons, 2008), the number of labor-related cases by private school employees has been on the rise. Strikes have occurred for a variety of causes, affecting millions of students. Strikes indicate an underlying issue. Munjuri (2010) studied the effect of human resource management practices in enhancing employee satisfaction, and the study revealed that satisfaction

would improve to a very large extent when employees are provided with an opportunity to make decisions that they can handle and decide how to go about their tasks. The study also discovered a substantial favorable association between job stability and bonuses for meeting goals. However, the study of Mira et al. (2019) also emphasized the insignificant relationship between employee job satisfaction and HRM practices and the insignificant mediating role of employee job satisfaction between HRM practices and employee performance. In the Philippines, several studies focus on teachers' job satisfaction (Batugal & Tindowen, 2019; Abdurahman, 2020; Songcog & Guhao, 2020) and human resource practices (Tampol & Aguiling, 2021; Ramada, 2020). These related studies primarily focused on higher education institutions and public schools. They included various parts of characteristics and variables that consider the links between HRM practices and employee job satisfaction in their individual institutions.

There is evidence to suggest that organizational climate can influence both job performance and employee satisfaction (Lawler et al., 1974). Unlike the weather, which is unable to be controlled, some organizational climates can be promoted to facilitate the achievement of organizational goals (Muchinsky, 1987). This makes organizational climate a worthwhile concept to study in industrial and organizational psychology, despite difficulties with its definition. The HRD Climate results in the development of both employee competence and commitment (Rao, 1999). In a study conducted by Rohmetra in 1998, job satisfaction was positively associated with HRD Climate. A positive relationship was reported between HRD Climate and job satisfaction, attitude and role efficacy (Kumar & Patnaik, 2002). Also Krishnaveni and Ramkumar (2006) in their study titled "Impact of developmental climate on individual's behavior in organizations" which reported HRD Climate to be associated positively with the level of role satisfaction of individuals in the organization. No significant difference in the perception of HRD Climate was found between the knowledge workers in an engineering institute and a public sector organization (Rodrigues, 2005). The objective of this study is to assess the impact of HRD climate and its effect on the role motivation in Glass manufacturing industry. The results of this study will highlight the areas for improving the HRD Climate, which is an independent variable resulting in the improvement of the role motivation, the dependent variable. This will result in improved job satisfaction and employee retention in the company. The study also will bring out the significance of demographics on the HRD Climate and motivational aspects amongst the employees.

This will prepare the management to ward off unforeseen contingencies like layoffs or retrenchment due to resentment of employees which can occur due from global meltdown or poor demand supply equation to trivial issues causing unrest.

HRD CLIMATE

HRD Climate constitutes of General Climate, HRD Mechanisms and OCTAPAC (Openness, Confrontation, Trust, Autonomy, Proactively, Authenticity and Collaboration) Culture. General climate highlights the extent to which the management of an organization has sincere intention, determined will and takes supportive actions for developing its manpower. HRD Mechanism constitutes subsystems like performance management, training and development, Potential appraisal, career planning and development, reward management, quality of work life, self-renewal mechanisms etc. Research studies have shown that HRD Climate effects performance of the organization positively and enhances organizational commitment as well as job involvement and performance. HRD Climate affects individual performance in three ways:- (a) By defining the stimuli, that confronts the individual. (b) By placing constraints on the individual's freedom of choice. (c) By providing a source of reward and punishment (Pattanayak, 1998). The efficiency the effectiveness of organization depends on the effective utilization of human the modern human resource development has emerged after many stages of evolution, which may be the Industrial Revolution, Trade Unionism, Scientific Management, Industry Psychology, Human Relations resources. Movement, Behavioral Sciences, Human Resource Specialist and Employee Welfare. The effectiveness of Human resource development on employee satisfaction is immense. Appraisal and reward, managing people, Industrial relations, Performance management, are considered as the contributors to job satisfaction (Gopinath & Shibu, 2016). Job satisfaction is the feeling an employee gets when the job he does fulfils all his expectations. While morale refers to the attitude of the employees of an organization and is a group concept, job satisfaction is the feeling of an individual employee.

Job satisfaction has been defined as a 'pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences'. It expresses the amount of agreement between one's expectation of the job and the rewards that the job provides. The nature of one's environment of job is an important part of life as Job Satisfaction influences one's general life satisfaction (Gopinath & Shibu, 2014 d). And the influence of job satisfaction has been investigated by Gopinath (2016 a) and found

that HRD has impact in job satisfaction parameters like work, pay, promotion, supervision and co-workers. And the manifestation of competition requires the satisfied employees to sustain (Gopinath & Shibu, 2014 b). By enhancing the level of satisfaction HRD practices has an effective role on increasing the productivity of the organization (Gopinath, 2016 b; Gopinath&Shibu, 2014 c). Along with these factors HRD practices' influence on Industrial relations and Recruitment and section is also considered as prominent (Gopinath&Shibu, 2014 a). Gopinath (2016 c) has studied HRD factor of Performance Management in BSNL with Special Reference to Job Satisfaction in Three Different SSAs Using Modeling. Gopinath (2016 d) has investigated on HRD practices of Is Promotion and Transfer helps to Employee's Job Satisfaction? An Empirical Study at BSNL with special reference in three different SSAs, explained positive influence of promotion and transfer policies on all the job satisfaction variables and he suggested that timely action on promotion and transfer has great influence on overall enhancement of employee job satisfaction. Gopinath (2016 e) has studied the relationship between HRD factor of Recruitment and Selection process in BSNL and Job Satisfaction.

The results of structural equation modeling explained significant relationship between HRD factors of Recruitment and Selection process and the job satisfaction. Similarly, HRD practices of training and motivation on the job satisfaction of employees (Gopinath, 2016 h). An investigation of HRD Practices (Appraisal and reward system & Industrial relation) influences on job satisfaction of employees at BSNL (Gopinath, 2016 i; Gopinath, 2016 j). The results of research analysis have explained significant and positive relationship between appraisal and reward system and Industrial relation with the job satisfaction. Studies linking climate and performance (Denison, 1990; West et al., 1998; Burke & Litwin, 1992; and Kangis et al., 2000) claim that when employees perceive greater involvement in decision-making, information sharing and management support as favourable, it results in greater corporate effectiveness. Well motivated and committed work force, possessing high level of competency and experiencing optimum level of job satisfaction, having a fulfilling relationship with supervisors and subordinates, driven by organizational commitment could possibly perform their jobs better and deliver proper standardized service to the internal and external customers effectively and efficiently with minimization of errors and enhanced productivity. The human resource development climate of an organization plays a significant role in ensuring the competency,

motivation and development of its employees. The human resource development climate can be created using appropriate human resource development systems and leadership styles of top management. The human resource development climate is both a means to an end as well as an end in itself (Kayani, 2008). HRD climate plays a very important role in the success of any organization because directly or indirectly it affects the performance of the employees. If the HRD climate is good then the employees will contribute their maximum for the achievement of the organizational objectives. The management can improve the HRD climate by introducing the changes HR policies and practices (Saxena & Tiwari, 2009). Muthukumar et al., (2015) this study explores the relationship between demographic factors and HRD climate in manufacturing industry in the Union Territory of Pondicherry. The questionnaire was distributed to employees working in manufacturing industry employing simple random sampling technique. Sample size consists of 195 respondents. Descriptive statistics was used to analyse the demographics and the ANOVA test were also used to analyse the research objective. Finally it is concluded in the present study that hypothesis is partially accepted, as there are partially significant relations between demographic variables and HRD climate for employees working in manufacturing sector.

Gopinath (2016f) examined this study how HRD factor of Compensation management & welfare measure gives impact to job satisfaction with BSNL employees in three different SSAs. The result of Structural Equation Modeling ensures significant influence of compensation management and welfare measures on all the factors of job description index. And he also suggested proper management of compensation and welfare will strongly support to enhance the job satisfaction. Gopinath (2016g) has investigated the relationship between employee's health and safety and job satisfaction among BSNL Employees with Special Reference in three different SSAs. The outcome of the statistical analysis explained positive and significant relationship between health and safety and job satisfaction factors. And it also ensures that the job satisfaction level can be enhanced by improving the health and safety conditions of the employees

Factors Influencing Role Motivation

In her investigative study "Basic need satisfaction, work motivation, and job performance in an industrial company in Iran" Arshadia (2010) tested the applicability of self-determination theory in the workplace. This study tested a self-determination model, with perceived autonomy support can

influence satisfaction of the intrinsic needs for competence, autonomy and relatedness, and satisfaction of these needs can exert pervasive effects on work motivation and job performance. Exploring workplace motivational and managerial factors associated with Generation Y. Baldonado (2008) explores the motivational needs of Gen Y and their impact on workplace based on Herzberg's two factor theory of motivation which states that individuals are influenced by two factors satisfaction and dissatisfaction. In their investigative study "Goal Setting Tendencies, Work Motivation and Organizational Climate as Perceived by the Employees" Bhattacharya & Neogi (2006), to study the goal setting tendencies, work motivation and organizational climate as perceived by the employees considered five categories of needs Basic needs, Safety needs, Belongingness needs, Esteem needs and self-actualisation needs. "Motivational work needs and personality factors in aircrew" is a study by Catherine. The Motivation and Need Satisfaction of the Thai Managerial Elite", Runglertkengkrai & Engkaninan (1986) have dealt with the following factors: Security needs, Social needs, esteem needs, Autonomy needs and Self-Actualization needs.

Gopinath(2020 a) Confirmed that the employees' attitude is strongly influenced by their job satisfaction, job involvement and organisational commitment. Gopinath (2020 b) Stated that prominence of self-actualization in organizational environment especially related to job satisfaction, job involvement and organizational commitment. Gopinath (2020 g) Concluded on relationship between emotional intelligence and self - actualisation has found that, emotional intelligence is the most influencing variable in determining the self - actualization, especially self-awareness factor of emotional intelligence is doing prominent role in self-actualization of Individuals. Gopinath (2020 h) deciphered that the relationship between self-actualization and job involvement. Results of correlation analysis explained the relationship between self -actualization factors like, Acceptance, Authenticity, Purpose, Efficient Perception of Reality, Humanitarianism, Good Moral Intuition, Creative Spirit, Peak Experiences, Equanimity and Continued Freshness of Appreciation with job involvement. Gopinath (2020 i) inferred that the factors of self-actualization have prominent influence on job satisfaction. The results of rank correlation exhibit the priority of self-actualisation factors on influencing the job satisfaction and equanimity, humanitarianism and creativity are the found as the top most influencing factors. Gopinath (2020 j) Confirmed that the impact of job satisfaction and organizational commitment has found positive

relationship between job satisfaction and organizational commitment and he also exhibit significant influence of job satisfaction on organizational commitment.

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