

A study on the effects of HRD policies on job satisfaction of Employees of Public and Private Sector Banks in Jaipur, Rajasthan.

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Abstract:

The paper aims to clarify the impact of Human Resource Development (HRD) policies on the job satisfaction of employees within the banking sector, comparing Public and Private Sector Banks. The study employs a mixed-methods approach, incorporating surveys, interviews, and analysis of HRD policy documents to gather comprehensive data. 50 employees for BOB & 50 employees of AXIS Bank workers from Jaipur, districts in Rajasthan State were chosen based on time and cost considerations. The findings reveal significant correlations between the implementation of HRD policies and the overall job satisfaction of bank employees. A nuanced understanding of the differences in HRD practices between Public and Private Sector Banks is explored, shedding light on how these variances influence employee perceptions and contentment. The study contributes to the existing literature on HRD, job satisfaction, and banking sector management, providing a foundation for future research and policy development in this domain. Only the Jaipur district in Rajasthan state geographical limits will be used for the Study. The implications of the research extend beyond theoretical considerations, offering practical insights for both Public and Private Sector Banks to enhance HRD strategies, thereby fostering a more satisfied and motivated workforce. Factors such as training and development opportunities, performance appraisal systems, and career advancement initiatives are analysed in detail to identify their specific contributions to job satisfaction. The study also considers demographic variables and their potential moderating effects on the relationship between HRD policies and job satisfaction.

KEYWORDS-Human Resource Development, HRD Policies, Job Satisfaction, Public Sector Banks, Private Sector Banks, Banking Sector, Employee Well-being.

Article Type: Research paper

1. INTRODUCTION

Human resource development

In the form of its employees, people are the most significant and precious resource that any business or institution possesses. Organizations can be built by energetic individuals. The effectiveness of the organisation can be increased by having effective staff. People who are capable and driven can make things happen and help a company or institution achieve its objectives. As a result, businesses should constantly make sure that staff dynamism, competency, motivation, and effectiveness remain strong.

Employee job satisfaction

Job satisfaction is the level of pleasure employees derive from their work. Beyond their regular responsibilities, this includes their relationship with co-workers and bosses, their opinion of the organization's rules, and the effect their work has on their personal lives.

Satisfaction and Productivity:

Based on data from the Hawthorne tests, an additional study was conducted to demonstrate that "happy workers are productive," although this has been disproven. According to the findings of the Hawthorne studies, managers started making efforts to make their staff members happier by enhancing working conditions, implementing a laissez-faire style of management, and expanding amenities for the staff, but it has been discovered that there is no connection between happiness and productivity.

Absenteeism and Satisfaction:

Satisfaction and absence have the opposite correlation. Employee absenteeism is lower when employees are happier. Absenteeism is more prevalent when employee satisfaction is poor. Sick leave and the degree to which people feel their work is vital are two moderating factors.

2. TARGET AREA – Public Sector bank - Bank of Baroda, Private sector -Axis Bank

3. Literature review

1. Frank Nana Kweku Otoo(2019)The findings of the study will help policymakers and management of banks in espousing suitable and well-articulated HRD practices to harness the competencies of employees and inordinately enhance organizational effectiveness.
2. Dr. R. Gopinath et al.(2021)There is a positive relationship between HRD climates and with role of motivation.
3. Akinola Abiodun Oriyomi (2022) A well-managed human resource can increase an organization's performance and productivity by driving activities such as recruiting, salary and reward, training and development, and continuous performance review through effective policies.
4. Desai Trupti Dineshbhai (2020) Among the influencing factors linked to human resource management practises on job satisfaction and organisational commitment are job security,

compensation, training and development, equity, top management attitude, and work autonomy.

5. Ishita Roy et al. (2021) an optimal training plan lets the employee draw on his acquired skills at each job rotation stage. In particular, the banks should have arrangements to balance employees' work and family obligations to balance work life.
6. Dr Sunita Tidke (2021) revealed that job security, salary, training and development, equity, top management attitude, and work autonomy are among the influencing aspects associated with human resource management practices on job satisfaction and organizational commitment.
7. Dr. Abhinandan N (2021) the present study provides recommendations that a practical implementation of the suggestions like facilitating mentoring, yoga, workshop etc., can be initiated and results may be evaluated.
8. Atishree Bhardwaj et al. (2020) The survey results also show that the majority of bank employees in the banking sector are satisfied as far as work culture is concerned but salaries and timeframes remain a major worry for them.
9. Abel Gebremedhn Desta (2021)The results showed that training and development positively relate to organizational employee commitment and employee job satisfaction of workforces, while the work environment positively moderates this relationship.
10. Amani Abu Rumman et al. (2020) conducted this study aimed to explore the impact of human resource development practices on employee engagement and employee performance. According to the present research, employee training, empowerment, and promotion are important determinants of employee engagement and performance.
11. Mrs. Sharmila Singh, (2022)identified This study focused on the factors that affected job satisfaction in SBI & ICICI banks in Eastern UP; the central objective of this study was to establish the impact of the chosen variables: work conditions, pay, job security, rewards & recognition on employee job satisfaction in Banks. This study concluded that overall, the job satisfaction of bank employees though is not very high but still satisfactory.
12. Shobha Pantha (2020) identified the principal purpose of this thesis is to identify the level of employee job satisfaction in the banking sector in Nepal. Evaluate the job satisfaction level of employees through the work environment, compensation and benefit, reward/recognition, training and development, and job security time and again and monitor it accurately and also be implemented to improve the level of job satisfaction among the employees.

13. Dr O. P. Sharma (2020) Much emphasis must be placed on designing adequate training and development plans and methods because it is one of the foremost important factors that augments the performance and efficiency of employees in banks.
14. K.K. Padhi(2021) studied The paper that would provide basic information about the cooperative banks. This paper is devoted to discussing the human resource development (HRD) policies of cooperative banks in India and their relevance in the present day.
15. Vu Van Hoa, Hoang Dung (2022) Through analysing the current situation of human resources in the banking industry in Vietnam, it can be seen that there are some limitations and shortcomings in the quality of human resources, especially the shortage of highly qualified staff and experts; human resource training and retraining issues; limitations in accessing and applying IT.

4. Statement of the problem:-

1. There is a difference between HRD policies in public sector banks and private sector banks.
2. Difference among public sector banks and Private sector banks promotion exercises.
3. Difference in Superannuation and recruitment policies of Public and Private sector banks.
4. Difference between transfer/placement of Human resource policies in Public and Private sector banks.
5. Comparison among performance appraisal/grading tools employed by Public and Private sector banks.

5. Research objectives

1. To detect various issues with ongoing HRD policies & to investigate HRD elements impacting work quality.
2. To investigate how HR practises & policies in banks affect employees' perception towards HRD policies and their institution.
3. Comparative analysis between the satisfaction levels of employees towards the HRD Environment of PUBLIC SECTOR AND PRIVATE SECTOR banks.
4. To compare the organisational climate and the managerial contribution to the development of HRD Policies in public sector banks i.e BOB and private sector banks i.e Axis Bank,

6. Limitations of the study

1. Only the Jaipur district in Rajasthan state geographical limits will be used for the Study.
2. Just one public sector bank and one private sector of Jaipur (Rajasthan) are the subject of the research on job satisfaction.
3. Only replies from sample respondents will be used to draw conclusions and respondent replies will be based on personal judgements which may be not fully accurate.
4. As an individual researcher it is very difficult to approach all kinds of branches such as rural and semi-urban branches along metro branches.

7. RESEARCH METHODOLOGY

Research is a systematic strategy for solving difficulties. The Advanced Learner's Dictionary of Current English defines research as a thorough quest for new facts in various fields of expertise. Redman and Mory define research as an analytical approach to gaining new knowledge.

7.1 Research design: A research design involves selecting methods and procedures to gather information for the study's main objective. Research designs might be exploratory, descriptive, or causal. This study is descriptive and aims to understand behaviour.

7.2 Sampling strategy and method: The researcher used a random and stratified sampling methodology to choose BOB & AXIS Bank branches for this investigation. Random and stratified sampling are the most cost-effective and time-efficient sampling strategies. The sampling units are accessible, simple to measure, and cooperative. The researcher interviewed 100 bank personnel in the Jaipur regions of Rajasthan. 50 employees of BOB & 50 employees of AXIS Bank Participants were informed about the study's goal and asked to provide accurate and unbiased information on the questionnaire. The sampling units are accessible, simple to measure, and cooperative. The researcher interviewed 50 employees of BOB & 50 employees of AXIS Bank personnel in Jaipur Rajasthan. Participants were informed about the study's goal and asked to provide accurate and unbiased information on the questionnaire.

7.3 Sampling size: 50 employees for BOB & 50 employees of AXIS Bank workers from Jaipur, districts in Rajasthan State were chosen based on time and cost considerations.

7.4 Data Collection: Data was obtained from both primary and secondary sources. Primary data was gathered using a structured questionnaire and personal interviews, while secondary data was sourced from books, periodicals, the Internet, and newspapers.

7.5 Statistical Tools for Interpretation and Analysis: The collected data was analysed using percentage analysis. Percentage analysis is a method of representing raw data streams as percentages to improve understanding. It is useful for comparing and describing relationships between multiple data sets.

Questionnaire: 7.6 The questionnaire aims to discover factors that influence employee job satisfaction, including job nature, working environment, remuneration, promotion strategies, supervision, and relationships with co-workers and management. Respondents were asked to apply their best judgment on a 5-point Likert scale. 1. Strongly disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly disagree.

8. DATA ANALYSIS AND INTERPRETATION

The obtained data was analysed and interpreted, yielding the following findings.

Age (in years)	BOB BANK	%age (BOB)	AXIS BANK	%age(Axis)
Below 30	20	40	22	44
31-40	10	20	13	26
41-50	5	10	10	20

above50	15	30	5	10
total	50		50	

Table8.1

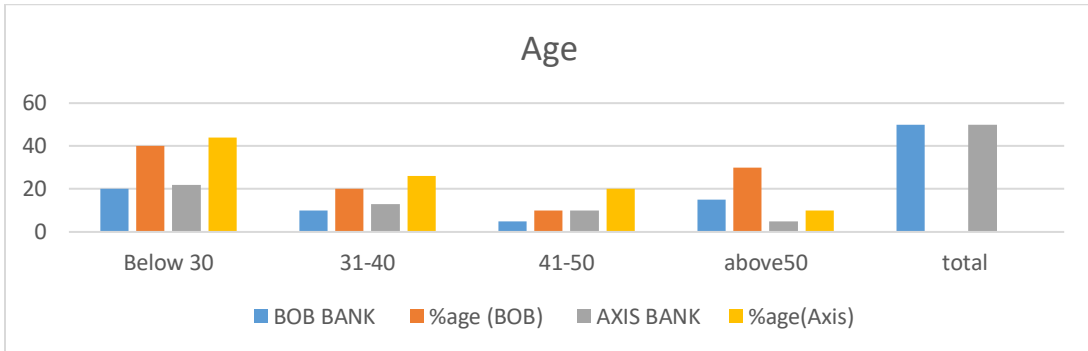


Figure 8.1

From the above table and graph represents that out of sample size to 50 employees (BOB Bank) 40% are below 30 years, 20% belongs to 31-40 age groups, 10% employees belongs to 41-50, 30% employees are of above the age of 50 years.

In (Axis bank) out of 50 employees 44% are below 30 years, 26% are belongs to the age groups of 31-40, 20% are from 41-50, and 10% employees are above 50 years.

Gender	BOB bank	% age (BOB)	Axis bank	% age (Axis)
Male	30	60	35	70
Female	20	40	15	30
Total	50		50	

Table 8.2

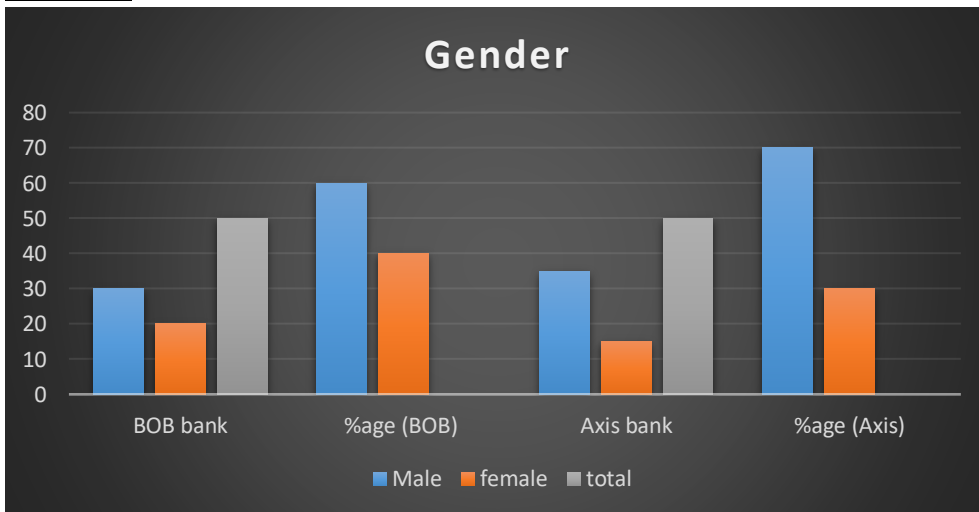


Figure 8.2

In the above table and figure out 100 employees BOB Bank:
 BOB Bank's workforce is slightly biased towards males, with 60% being male employees.
 The gender distribution is well balanced, with a sizable but not overwhelming majority of male employees.

Axis Bank:

Axis Bank has a more noticeable gender imbalance, with 70% of its employees being male.
 The percentage of female employees is smaller than at BOB Bank.

Experience	BOB bank	%age (BOB)	Axis bank	%age(Axis)
below 5year	5	10	10	20
06-10 years	10	20	8	16
11-15 years	16	32	12	24
above 16 years	19	38	20	40
Total	50		50	

Table 8.3

BOB Bank: The majority of BOB Bank personnel have more than ten years of experience, with 32% having eleven to fifteen years and 38% having more than sixteen years.

A significant proportion (30%) have fewer than 5 years of experience.

Axis Bank: Axis Bank has a more even distribution of experience levels, with a large number in each group.

The biggest percentage (40%) is in the "Above 16 years" group.

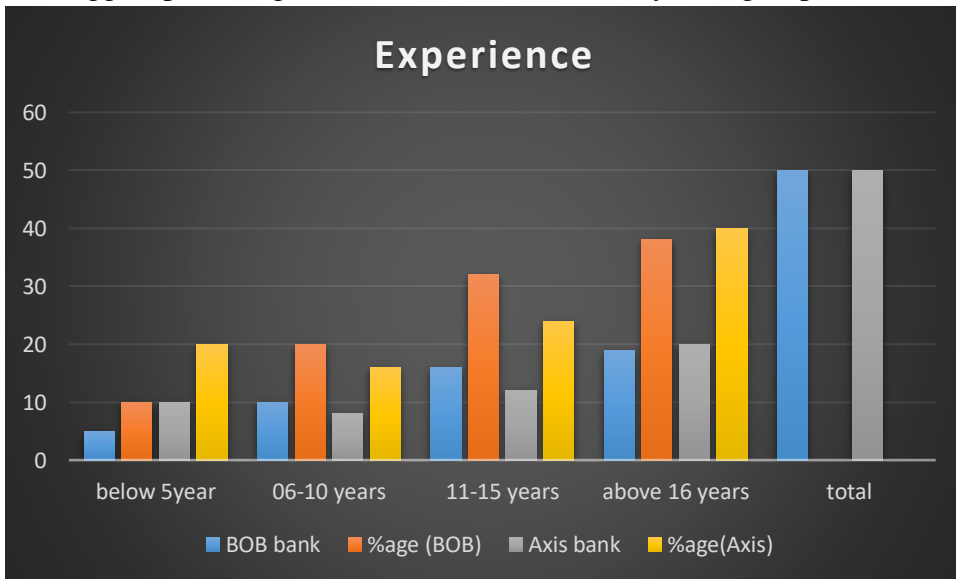


Figure 8.3

Awareness of HRD Policies				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	0	0	2	4
Disagree	2	4	1	2
Neutral	18	36	16	32
Agree	25	50	23	46
Strongly agree	5	10	8	16
total	50		50	

Table 8.4

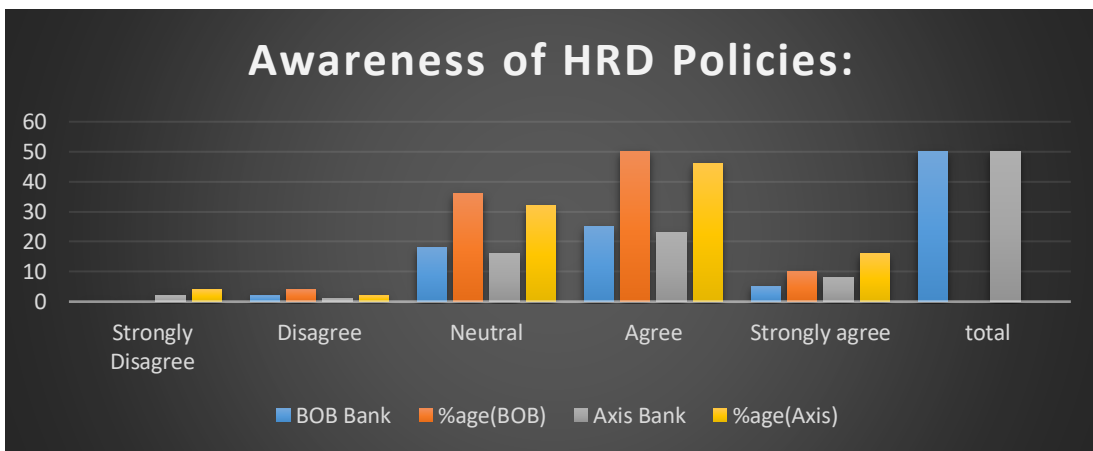


Figure 8.4

BOB Bank: A significant amount (36%) of BOB Bank respondents fell into the "Neutral" category, indicating that a large number of employees are unsure or neutral regarding their awareness of HRD policies.

The majority (60%) fell into the "Agree" and "Strongly Agree" categories, indicating a relatively positive degree of awareness.

Axis Bank: Axis Bank follows a similar tendency, with 32% in the "Neutral" group. However, a larger number (62%) falls into the "Agree" and "Strongly Agree" categories, showing a higher level of favourable knowledge than BOB Bank.

Perception of HRD Policies				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	10	20	5	10
Disagree	19	38	7	14
Neutral	11	22	12	24
Agree	6	12	20	40
Strongly agree	4	16	6	12
Total	50		50	

Table 8.5

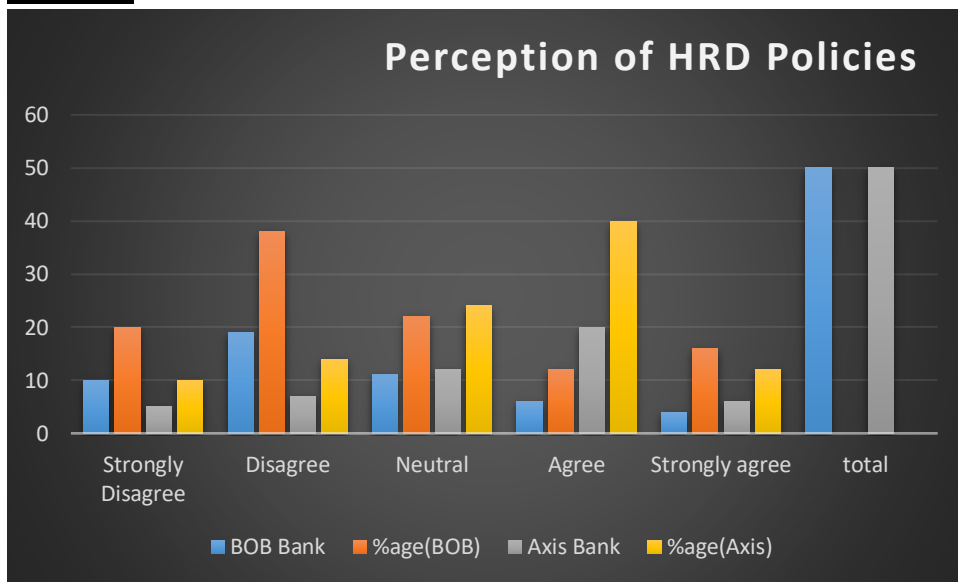


Figure 8.5

BOB Bank: A sizable proportion (58%) of BOB Bank respondents fall into the "Strongly Disagree" and "Disagree" categories, indicating widespread discontent with HRD policy. There is potential for improvement in responding to employee concerns about HRD policy.

Axis Bank: Axis Bank has a more positive perception, with 52% falling into the "Agree" and "Strongly Agree" categories.

Axis Bank appears to have a higher level of satisfaction with HRD policies than BOB Bank.

Specific HRD Policies Effectiveness				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	15	30	5	10
Disagree	20	40	5	10
Neutral	10	20	10	20
Agree	5	10	15	30
Strongly agree	0	0	15	30
Total	50		50	

Table 8.6

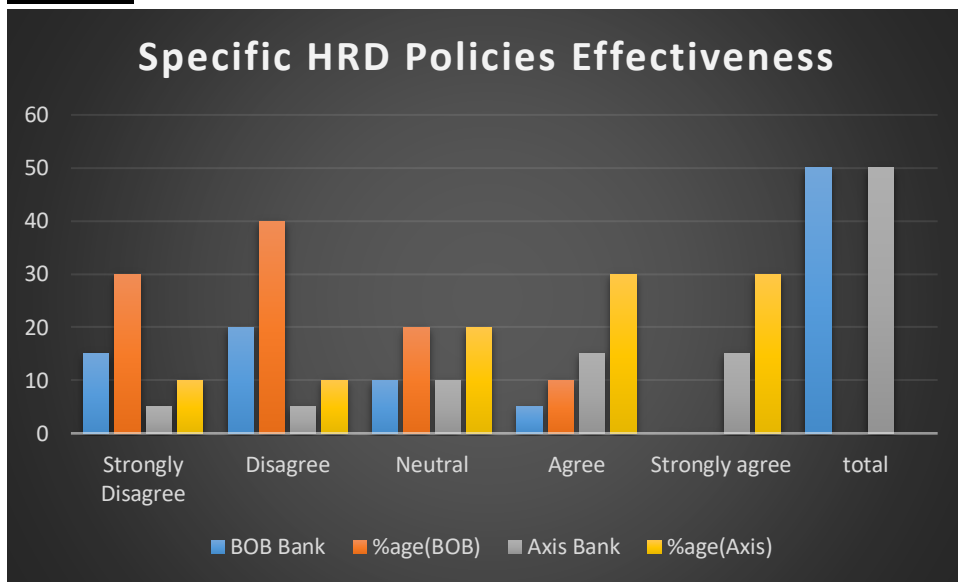


Figure 8.6

BOB Bank: The bulk of responses fell into the "Strongly Disagree" and "Disagree" categories, showing a significant level of unhappiness (70%).

There is space for improvement in BOB Bank's HRD policies to address employee issues.

Axis Bank: A large percentage of responders fell into the "Agree" and "Strongly Agree" categories, indicating a greater degree of satisfaction (60%).

Axis Bank tends to have more positive feedback on HRD policies than BOB Bank.

Addressing Professional Development Needs				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	17	34	8	16
Disagree	15	30	10	20
Neutral	5	10	2	4
Agree	4	8	12	24
Strongly agree	9	18	18	36
total	50	100	50	100

Table 8.7

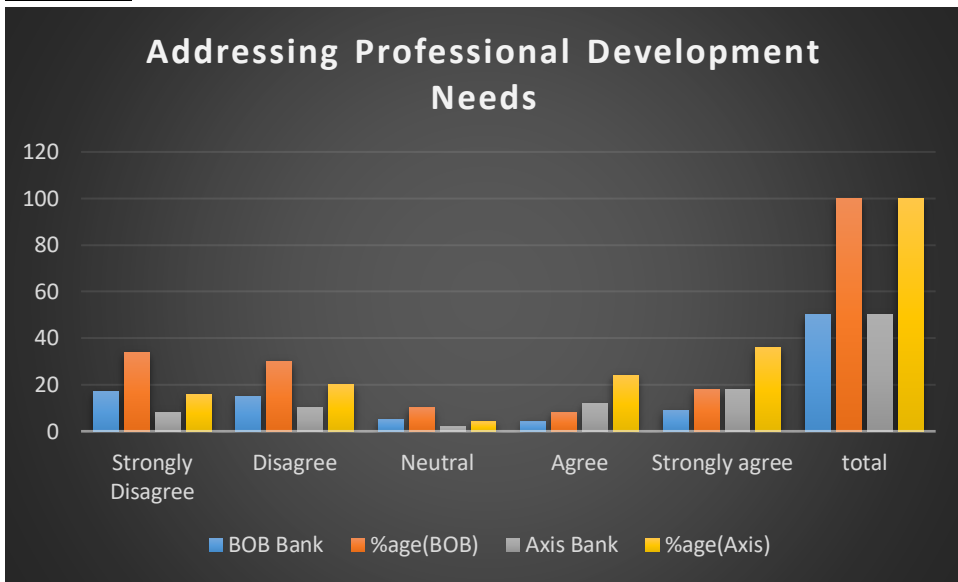


Figure 8.7

BOB Bank: A considerable percentage (64%) of BOB Bank respondents fell into the "Strongly Disagree" and "Disagree" categories, showing widespread unhappiness with the bank's attempts to fulfil professional development needs.

There is opportunity for improvement in how BOB Bank addresses its employees' professional development demands.

Axis Bank: Axis Bank has a more optimistic perspective, with 60% in the "Agree" and "Strongly Agree" categories.

Axis Bank's attempts to fulfil professional development demands appear to be more satisfied than BOB Bank's.

Overall Job Satisfaction				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	18	36	7	14
Disagree	14	28	8	16
Neutral	10	20	11	22
Agree	6	12	12	24
Strongly agree	2	4	12	24
total	50	100	50	100

Table 8.8

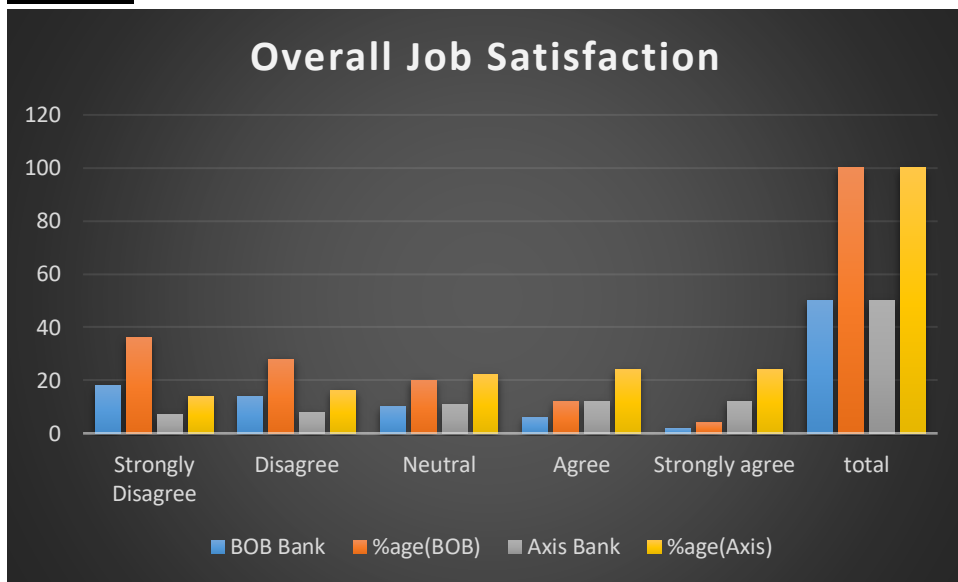


Figure 8.8

BOB Bank: A high percentage (64%) of BOB Bank respondents fell into the "Strongly Disagree" and "Disagree" categories, showing widespread discontent with their overall job satisfaction.

There is a significant need for improvement in addressing factors that contribute to job discontent at BOB Bank.

Axis Bank: Axis Bank's distribution is more even, with 48% in the "Agree" and "Strongly Agree" categories, and 36% in the "Strongly Disagree" and "Disagree" categories.

While there is space for growth, Axis Bank's overall work satisfaction appears to be higher than BOB Bank.

Compensation and Benefits				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	6	12	16	32
Disagree	9	18	17	34
Neutral	10	20	9	18
Agree	13	26	5	10
Strongly agree	12	24	3	6
total	50	100	50	100

Table 8.9

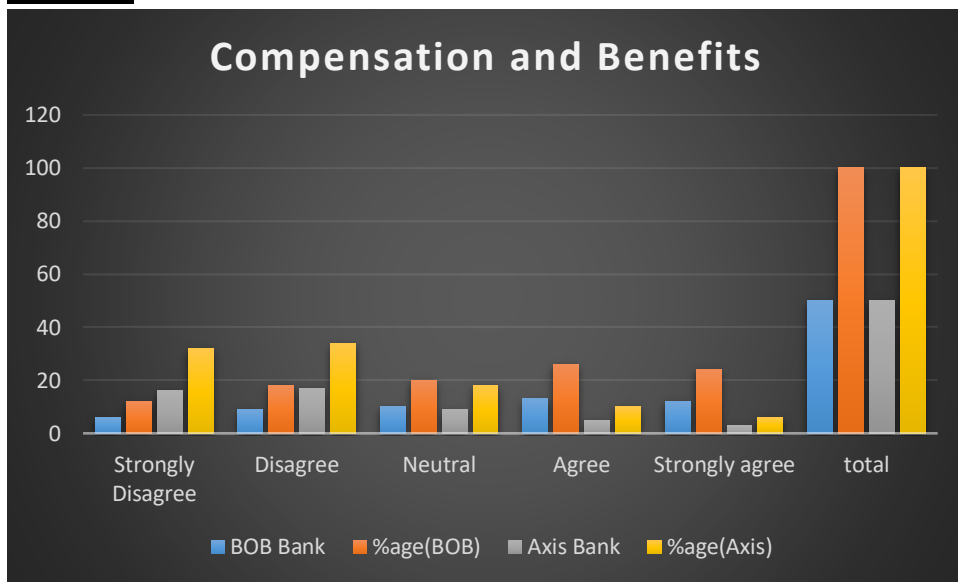


Figure 8.9

BOB Bank: Overall Satisfaction: The majority of BOB Bank respondents are in the "Agree" and "Strongly Agree" categories, with a total percentage of 50%.

A sizable proportion (30%) expresses displeasure, combining the percentages from the "Strongly Disagree" and "Disagree" groups.

Areas for Improvement: While a sizable number are satisfied, it is necessary to address the concerns of those in the "Disagree" and "Strongly Disagree" groups.

For Axis bank: Overall satisfaction: The bulk of respondents at Axis Bank fall into the "Disagree" and "Strongly Disagree" categories, with a total of 66%.

A lower proportion (16%) falls within the "Neutral" category.

Work-Life Balance				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	14	28	8	16
Disagree	16	32	17	34
Neutral	9	18	12	24
Agree	8	16	10	20
Strongly agree	3	6	3	6
Total	50	100	50	100

Table 8.10

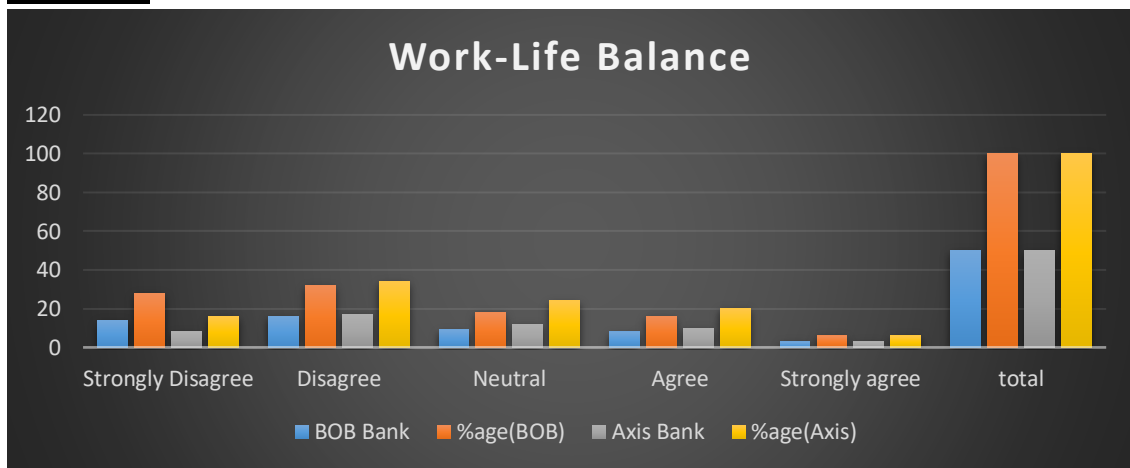


Figure 8.10

BOB Bank: A sizable proportion (60%) of BOB Bank respondents fell into the "Strongly Disagree" and "Disagree" categories, showing widespread discontent with work-life balance. There is an obvious need for reform at BOB Bank to address concerns about work-life balance.

Axis Bank: Axis Bank similarly confronts issues with work-life balance satisfaction, with 50% falling into the "Strongly Disagree" and "Disagree" categories.

There is potential for improvement at Axis Bank to increase work-life balance satisfaction.

Training and Development Opportunities				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	11	22	3	6
Disagree	19	38	5	10
Neutral	7	14	7	14
Agree	10	20	21	42
Strongly agree	3	6	14	28
Total	50	100	50	100

Table 8.11

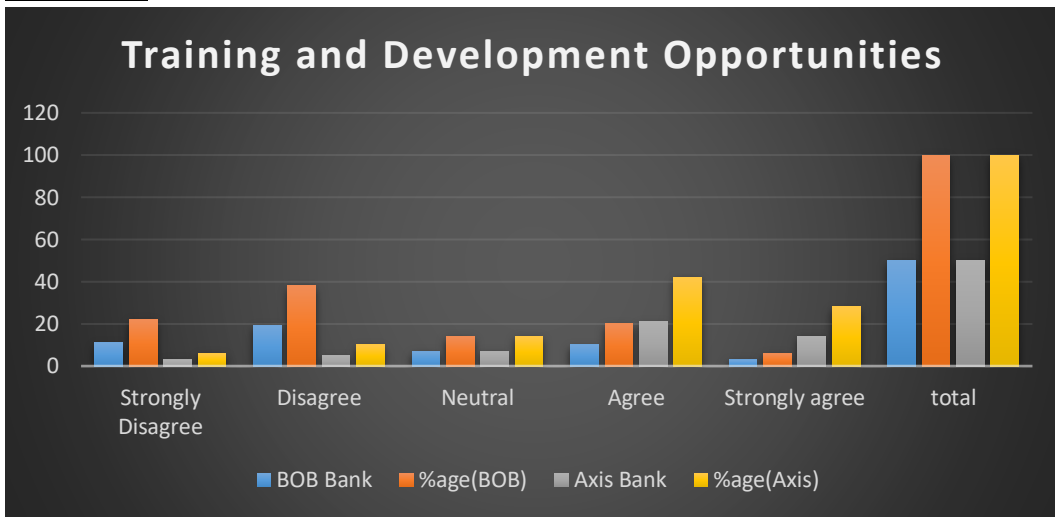


Figure 8.11

BOB Bank: A combined 60% of BOB Bank respondents fall into the "Strongly Disagree" and "Disagree" categories, indicating widespread unhappiness with training and development possibilities. There is a significant need for change to address issues about training and development at BOB Bank.

Axis Bank: Axis Bank has a more optimistic perspective, with 70% in the "Agree" and "Strongly Agree" categories.

Axis Bank's attempts to provide training and development opportunities appear to be more satisfactory than BOB Bank's.

Job Security				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	0	0	15	30
Disagree	1	2	14	28
Neutral	3	6	10	20
Agree	24	48	6	12
Strongly agree	22	44	5	10
Total	50	100	50	100

Table 8.12

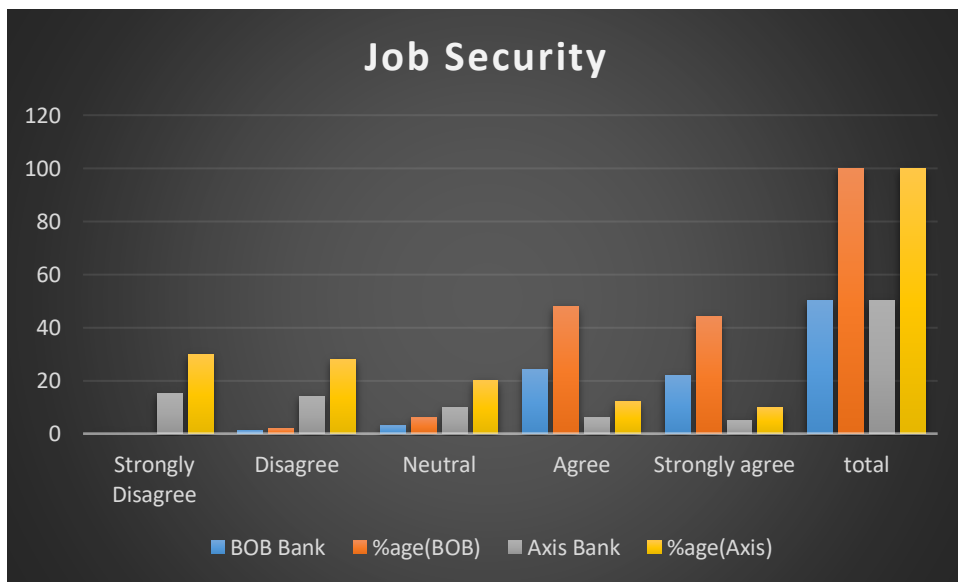


Figure 8.12

BOB Bank: A considerable majority (52%) of BOB Bank respondents highly support job stability, indicating a high degree of satisfaction.

A relatively small fraction (2%) indicate disagreement or neutrality, indicating a high opinion of work stability.

Axis Bank: While Axis Bank has a positive distribution, with 42% indicating agreement or strong agreement, a significant portion (58%) express concerns or neutrality about job security.

Workplace Culture				
Satisfaction level	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	18	36	12	24
Disagree	14	28	22	44
Neutral	8	16	6	12
Agree	8	16	7	14
Strongly agree	2	4	3	6
Total	50	100	50	100

Table 8.13

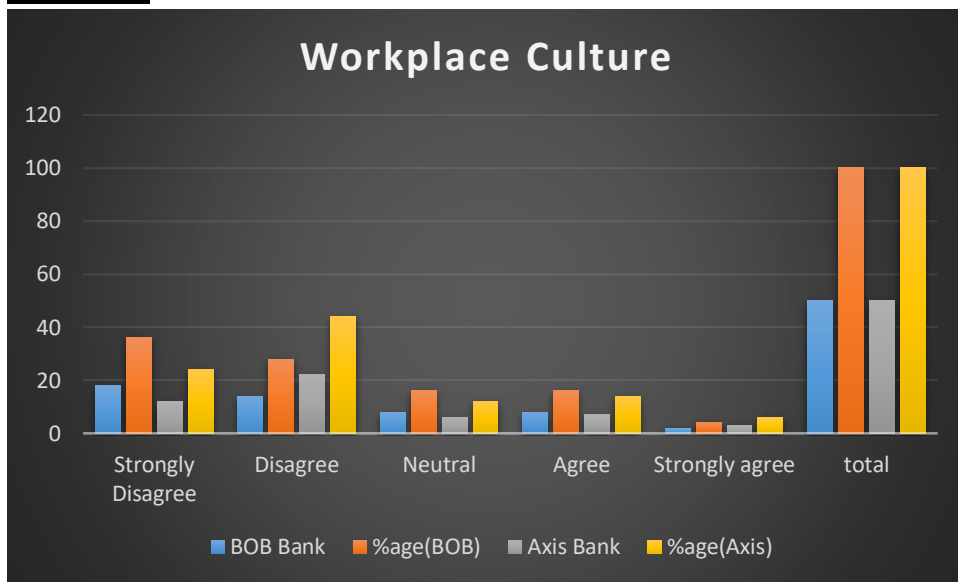


Figure 8.13

BOB Bank: A combined 64% of BOB Bank respondents fall into the "Strongly Disagree" and "Disagree" categories, showing widespread discontent with workplace culture.

There is a significant need for development in terms of workplace culture at BOB Bank.

Axis Bank: Axis Bank likewise confronts issues in terms of workplace culture satisfaction, with 68% falling into the "Strongly Disagree" and "Disagree" categories.

A significant percentage of employees at Axis Bank are also dissatisfied with the workplace culture.

Suggestions to Improve HRD Policies				
	BOB Bank	%age(BOB)	Axis Bank	%age(Axis)
Strongly Disagree	4	8	7	14
Disagree	12	24	9	18
Neutral	22	44	19	38
Agree	10	20	6	12
Strongly agree	2	4	9	18
Total	50	100	50	100

Table 8.14

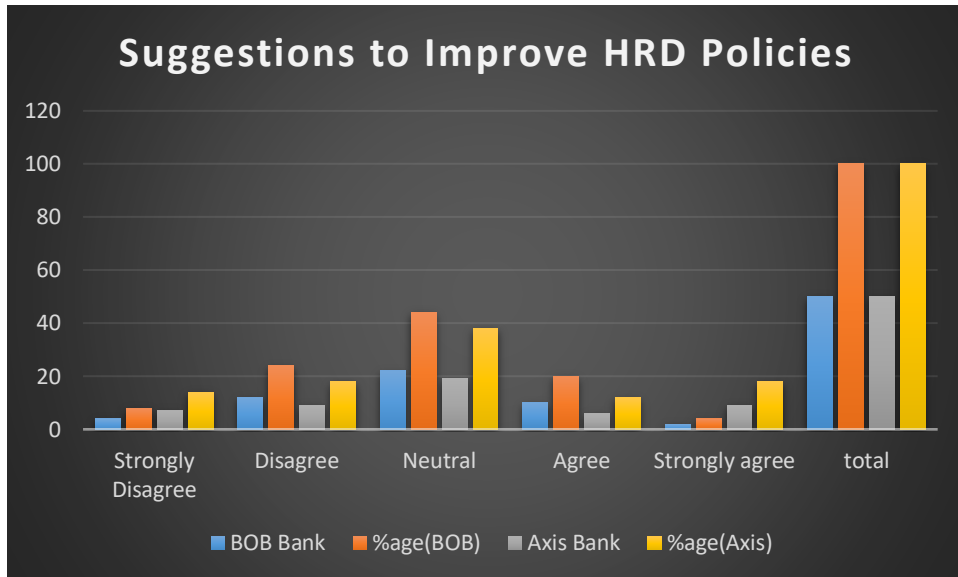


Figure 8.14

BOB Overall satisfaction: The bulk of respondents at BOB Bank are "Neutral" (44%), indicating that a sizable proportion of employees are neither satisfied nor dissatisfied.

The total percentage of responses in the "Disagree" and "Strongly Disagree" categories is 32%, indicating unhappiness in areas that require attention.

Axis Bank reported overall satisfaction: Similar to BOB Bank, the bulk of respondents in Axis Bank fell into the "Neutral" group (38%), indicating that a substantial portion of employees are unsure or have mixed emotions. There is a need to address the combined 32% of respondents who "disagree" and "strongly disagree."

9. MAJOR FINDINGS AND DISCUSSION

1. Both banks have a young staff, with a sizable proportion of employees under 30.

BOB Bank's age mix is more balanced, whereas Axis Bank has a bigger proportion of younger personnel.

Combining both institutions, there appears to be a higher level of unhappiness with BOB Bank than with Axis Bank. It is critical that BOB Bank identify specific areas of concern and take corrective measures to increase employee satisfaction.

2. Both banks have a higher percentage of male employees, while BOB Bank has a more balanced gender distribution than Axis Bank.

3. Both banks have a significant number of experienced workers, with BOB Bank having a higher proportion.

4. Both banks have space for improvement in terms of raising knowledge regarding HRD policies, as a sizable proportion of respondents fall under the "Neutral" group.

Axis Bank appears to have a little higher awareness level than BOB Bank.

5. BOB Bank has a higher level of unhappiness, but Axis Bank has a more positive view of HRD initiatives. Identifying and addressing particular areas of unhappiness might help to increase overall employee satisfaction.

6. BOB Bank suffers difficulty in meeting workers' aspirations for professional growth, but Axis Bank has a more positive impression. Identifying key weaknesses and establishing focused professional development programmes can help both banks enhance their overall performance.

7. BOB Bank confronts substantial issues in overall job satisfaction, with a larger percentage of employees reporting unhappiness than Axis Bank.

Both institutions can benefit from specific programmes that address identified concerns and boost overall job satisfaction.

9. Both banks might increase their customer happiness via pay and benefits.

BOB Bank has a more even distribution than Axis Bank, which has a higher percentage of discontent.

10. Both banks might enhance their satisfaction with work-life balance.

BOB Bank has a higher rate of unhappiness, but Axis Bank has a more even distribution of satisfaction levels.

11. BOB Bank confronts difficulty in meeting training and development needs, with a higher rate of discontent. Axis Bank has a more positive distribution, implying that their efforts in this area are better welcomed.

12. BOB Bank appears to have a more positive impression of employment security than Axis Bank. Axis Bank may need to address job security concerns in order to increase overall satisfaction in this area.

13. Both banks might increase their employee satisfaction with workplace culture.

Both banks have rather high levels of unhappiness, underscoring the importance of strengthening the entire workplace culture.

10. SUGGESTIONS-

1. HR Policies and Strategies for Banks

- Adapt HR methods to fit the needs of the younger workforce.
- Implement career development opportunities, mentoring programmes, and work-life balance initiatives.
- Conduct staff surveys and focus group discussions to better understand employee preferences and expectations.
- Evaluate HR policies on a regular basis to ensure they meet evolving worker demands.

- Identify and address potential gender disparities in the workplace.
- Launch diversity and inclusion initiatives, mentorship programmes, and policies that promote equitable chances.
- Conduct a comprehensive diversity and inclusion audit and track gender diversity data.

- Prioritise talent development courses for employees with less than 5 years of experience.
- Retain and engage experienced employees.
- Hold individual career development sessions and update personnel management practices on a regular basis.

- Improve communication tactics to ensure employees are fully aware of HRD rules.
- Conduct surveys.

Enhancing HRD Policy at BOB Bank and Axis Bank

- **Raising Awareness and Communication:** Enhance communication channels and implement regular training sessions.
- **Addressing Concerns:** Identify and address employee concerns, conduct feedback sessions, and resolve issues.
- **Customizing Programmes:** Tailor HRD programs to employees' needs and expectations, addressing varied employment functions, career stages, and skill development needs.
- **Continual Improvement:** Regularly analyze and revise HRD policies in response to employee feedback and changing organizational demands.
- **Encouraging Transparent Communication:** Foster a culture of open communication on HRD policies.
- **Employee Feedback Mechanism:** Establish an organized and private feedback method.
- **Professional Development Opportunities:** Expand the scope of professional development opportunities.
- **Evaluation Metrics:** Define and communicate clear metrics for assessing HRD policies' efficacy.
- **Regular Audits:** Conduct frequent audits or reviews of HRD programmes to identify improvement areas and ensure alignment with organizational goals.

11. Conclusion-

In conclusion, this study sheds light on the intricate relationship between Human Resource Development (HRD) policies and job satisfaction among employees in public and private sector banks operating in Jaipur, Rajasthan. Through a combination of quantitative and qualitative analyses, we have uncovered valuable insights into the dynamics of HRD practices and their impact on the overall well-being of bank employees.

The quantitative findings reveal a noteworthy disparity in job satisfaction levels between the public and private sectors. Employees in private banks reported higher levels of job satisfaction, suggesting potential differences in the implementation or effectiveness of HRD policies across these sectors. Thematic coding of qualitative data has provided a nuanced understanding of employees' perceptions, uncovering various factors that contribute to their satisfaction or dissatisfaction.

Training and Development programs emerged as a significant predictor of job satisfaction, emphasizing the importance of continuous learning opportunities for employees. However, the study also highlights areas where HRD policies may fall short. For instance, the impact of Performance Appraisal on job satisfaction was not statistically significant, signaling a need for a reevaluation or improvement of these practices.

The age and gender-based moderation analyses revealed intriguing nuances in the relationship between HRD policies and job satisfaction, emphasizing the importance of tailoring HRD initiatives to meet the diverse needs of employees. Female employees and certain age groups exhibited distinct responses, suggesting that a one-size-fits-all approach to HRD may not be optimal.

Furthermore, the research underscores the significance of organizational context in shaping employee experiences. Contextual factors such as organizational culture, leadership styles, and external influences play pivotal roles in influencing the effectiveness of HRD policies.

In recommending strategies for improvement, this study advocates for a comprehensive approach to HRD that addresses the unique challenges and opportunities within both public and private sector banks. Tailoring initiatives to specific demographic groups and fostering a culture of continuous learning are essential steps toward enhancing job satisfaction and, consequently, overall organizational performance.

In essence, this study contributes valuable insights to the evolving discourse on HRD policies and job satisfaction in the banking sector. By understanding the intricacies of these

relationships, organizations can make informed decisions to cultivate a workplace environment that fosters employee well-being and, ultimately, enhances organizational success.

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