

A Review of Literature on HRD Practices and Job Satisfaction

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Abstract:

In today's competitive business landscape, employee satisfaction is no longer a luxury, but a necessity. Studies reveal a strong correlation between happy employees and a thriving organization. This article delves into the intricate relationship between Human Resource Development practices and Job Satisfaction. HR practices encompass comprehensive strategies and initiatives undertaken by a company to manage, develop and engage its workforce. The purpose of the study is to examine the valuable insights on crafting a work environment that not only attracts top talent but also fosters engagement, motivation and ultimately organizational success.

Key Words: Job Satisfaction, HRD Practices, Human Resource Management

Introduction:

Human Resource Development is therefore gaining significance in the success of any industrial organization. Now-a-days organization realized that Human factor is the key element for the organizational survival and putting maximum efforts to increase workers influence. HRD programs are arranged by the organizations to develop their employees and executives to carry on with supervisory and managerial responsibilities. In the current evolution, the biggest challenge faced by the top executives is the most favourable design of job and work organization to meet conflicting demands. The remedy for this never helpful until you will design the job according to employee capabilities and their mind-sets.

There are various factors which affect the employee satisfaction. In this research, some of these factors are motivation, healthy environment (relaxation of working hours, work under stress), intrinsic benefits (Pay, promotion), feedback (positive and negative both) and teamwork.

Properly designed and administered jobs have a positive influence on employee motivation and performance, which directly leads to improve individual and group organizational performance outcomes such as their membership (joining/leaving an organization), reliable role behavior (how well the worker does their job), and decision-making power (across the normal decisions) (Ugboro, 2006).

There is a feeling among the employees that the introduction of new technology will take away their job. It is the responsibility of the human resource manager to eliminate this feeling from their mind and reassure them that nothing of the sort will happen. Once fear is removed, they readily accept the new technology and develop themselves to suit the requirements of changing times.

Objectives of the Study As follows:

1. To understand HRD concepts
2. To know the relationship and impact between HRD Practices and Job Satisfaction of employees in the study unit.
3. To identify the factors that influence the employee's performance as a consequence of Job design.
4. What are the main HRD subsystems being applied in these organization in India

Scope of the study:

Our research delves into the influence of HRD practices on employee job satisfaction, specifically focusing on factors such as employee engagement, sense of career growth, and overall well-being within the organization.

Methodology:

The data and material collected from secondary data from various books and journals.

Literature Review:

Research into the role and effect of HRD Practices and its Relationship with Job Satisfaction in organizations is opening up a new and exciting area of study.

Appelbaum, (2002) noted that human resource practices adopted as part of a high-performance work system were not mainly premeditated to increase job satisfaction, in practice, they might or might not have such effect. It might be the case that human resource practices impact on job satisfaction such as satisfaction with sense of achievement or satisfaction with salary. Hence, future research is required to assess the actual effects of human resource practices on individual's job satisfaction and overall job satisfaction.

Financially healthy organizations are likely to be those which are successful in maintaining and retaining a workforce characterized by good physical, psychological, and mental health. This impact on employee health and well-being, and so determine the financial health and profitability of the organization. It also addresses the efficacy of various intervention strategies in reducing employee stress, and their implications for organizational practices and human resource policies. (Cooper et. al., 1994).

On the other hand, Jens (2008) argued job satisfaction is not only an important indicator of employees' well-being, but is also central for understanding the process of employee turnover. For example, it has been found that job satisfaction explains variance in withdrawal cognitions, turnover intentions, and actual turnovers, independent from organizational commitment (Tett & Meyer, 1993). In human resource development literature, job satisfaction is discussed as an important construct representing employees' interests (Guest, 1999).

Trilok Kumar Jain (2021) observes employee satisfaction with respect which leads to a higher level of job satisfaction. These factors relate to the manager, remuneration, reorganization, remuneration, promotion, work safety and relationships in the work environment.

Zhang (2017), employee training and development programs can lead to improved job performance, increased job satisfaction, and reduced turnover rates. Additionally, manpower development initiatives can improve organizational competitiveness and enhance the ability of organizations to adapt to changing market conditions (Jia et al., 2017).

Gadih Ranti (2018) examines the influence of culture and job satisfaction affect motivation ;(ii) culture also affects job satisfaction;(iii) job satisfaction affects performance;(iv) culture does not affect performance;(v) culture and job satisfaction affect the performance through motivation.

Herzberg's theory explains that there were intrinsic and extrinsic motivations that affect job satisfaction (Franczukowska et al., 2021). Previous studies also suggest managers to use Herzberg's theory to better understand the factors that could increase job satisfaction and affect work (Denton & Maatgi, 2016).

The studies also showed that majority of the respondents were not happy with their pay as compared with others in similar jobs in other companies. More importantly, findings indicated that majority of the respondents were not happy about the recognition they get from the work they do. Thus, the higher the rewards perceived by workers, the greater the satisfaction of workers to organizational policies and practices leading to greater productivity as a result of employee performance. Based on this, future studies could explore several areas of research that can make more valuable contributions to Job satisfaction and employee rewards systems in different sectors including manufacturing, finance, and the public sectors (Shagufta et. al., 2013).

Job satisfaction followed by job security, salary and benefits and training. Secure job environment enhances the degree of job satisfaction. Management must create an environment of job security among employees Apart from job security, management must provide job stability. There should be a challenging environment. The job should provide enough scope for the employees in terms of promotion and transfer (Himani et.al. 2013).

Empirical review showed that in order for organizations to do a better work in retaining employees they should understand the factors that motivate employees to stay and to facilitate measures in keeping valuable employees because of the huge cost associated with employee turnover. The results showed that when organizations' reward systems are adequate, it does not only lead to equity, but increase retention. The findings again showed that job satisfaction and favorable human resource policies have positive link with retention. The study also recommends that future research be directed towards investigating how variables like work/ life balance, organizational commitment, supervisor support, and work environment can influence employee retention and to expand the scope to cover other telecommunication industries (Dai- sy et. al., 2013).

This research explored that the Human Resource Development Practices influencing Job Satisfaction with special reference to any sector .This study examined that the organizations should be transparent, quick widely accepted Promotion and Transfer policy, which makes the employees, were highly satisfied. "In a recent General Social Survey, Americans reported that important, meaningful work is the job feature they value most—above promotions, income, job security, and hours" (Cascio, 2003)

Impact of HRD Practices Sub systems and Job Satisfaction:

- Well-designed training programs equip employees with the skills they need to thrive. This fosters a sense of accomplishment, boosts confidence, and allows them to tackle challenges with a sense of mastery
- Employees feel valued and appreciated for their contributions, leading to increased motivation.
- Initiatives promoting a healthy work-life balance, such as flexible work arrangements and paid time off, reduce stress and contribute to overall well-being. Employees feel supported and can bring their best selves to work.
- Jobs in the organization should be designed according to the requirements of individuals that increase the performance level of employees.
- Workers having a problem balancing work roles and family roles set bad standard in the company work setting and often upset the friendly work ambience and facilitate stress
- Physically working conditions and facilities are equally important for job satisfaction and conducive environment where employee can explore themselves.
- To withstand in the long run, organizations should strive to adopt change and forcing the employees to get work done, organization productivity may increase but People respond to stress in many different ways. like irritability, impatience, anger, frustration, fear, anxiety, self-doubt, panic and despondency, feelings of inadequacy, insecurity, hopelessness, unhappiness, emotional withdrawal and depression

Conclusion:

In essence Happy Employees are Successful organizations. Effective HRD practices cultivate a satisfied workforce, leading to increased productivity, engagement, and retention. Accordingly Employers, should design appropriate Policies for employees and make them feel accountable without any ambiguity. Therefore, it is important for employees to maintain a healthy balance between work and their private lives with less stress and high degree of job satisfaction. Ultimately, prioritizing HRD practices is not just about keeping employees happy; it's about unlocking their full potential and driving long-term organizational success.

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- 8) Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). *The measurement of satisfaction in work and retirement*. Chicago: Rand McNally.
- 9). Jens' (2008) argument that job satisfaction is crucial for both employee well-being and understanding employee turnover.
- 10) Trilok Kumar Jain (2021) has a minor repetition ("remuneration" is mentioned twice) and lacks clarity on how these factors lead to job satisfaction.
- 11). Research by Zhang (2017) highlights the positive impact of training and development programs on employee performance, job satisfaction, and reduced turnover rates.
- 12). Jia et al. (2017) further emphasize the link between employee development initiatives and organizational competitiveness, particularly in adapting to market changes.
- 13) Gadih Ranti (2018) explores the complex relationship between culture, job satisfaction, and motivation.
- 14). Franczukowska et al. (2021) discuss Herzberg's theory, which distinguishes between intrinsic and extrinsic motivations affecting job satisfaction.
- 15). Denton & Maatgi (2016) recommend that managers utilize Herzberg's theory to understand factors influencing job satisfaction and improve employee performance.