

Job Satisfaction and Work Experience: A Study Using Employees of Road Transport Corporation

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Abstract

Purpose- The purpose of the study is to explore how key Human resource practices such as recruitment & selection, promotion and transfer policy, working conditions, fairness of work, grievance redressal mechanism, conflict & pressure and events celebration influence employee perceptions and satisfaction with particular focus on how these perceptions vary based on employees, work experience.

Design/methodology/approach- The study was carried out by collecting data from employees of Himachal road Transport Corporation including drivers & conductors, official staff and mechanical staff. Quantitative study conducted to accomplish the study. Sample size of 120 employees of Shimla district responded to the field survey. Primary and secondary data used to conduct the study. Judgmental sampling method was followed to accomplish the study. Structured questionnaire was prepared on five Likert's point scale from strongly agree to strongly disagree. Statistical measures such as arithmetic mean, standard deviation, one way anova test applied to know the significant difference regarding various HRM practices followed in organization.

Research Limitations- Road transport corporation plays vital role in the development of state and nation. As Himachal road transport is second largest public sector of state with numbers of employees, study is carried out to examine human resource management practices. Quantitative data is collected only from Shimla district of Himachal Pradesh due to time limit. The study includes employees of Shimla district. The study also covers all those aspects, which are related to job satisfaction of employees in respect of HRM practices of HRTC. The study covers accessible units, divisional offices, workshops and head offices of HRTC of Shimla district. Researcher can further elaborate the scope by including more areas. The study is conducted as only limited studies have been conducted on such largest public sector organization.

Findings- The study reveals that the analysis of variance is below 0.05 that indicates the statistically significant difference between the means of the groups being compared. It suggests that the employees' perceptions in relation to various HRM practices significantly vary based on their work experience. Post hoc result shows which group differs significantly. The results showing strong evidence that work experience affects their perception of HRM practices means work experience is a key factor in shaping the employees' attitudes towards HRM practices.

Originality/value- The study provides unique contribution to the field of human resource management practices. This study is based on primary data collection. Earlier studies explored various demographic factors influencing HRM effectiveness, this study focused on the often-overlooked role of work experience as a key variable. The use of statistical analysis one way anova reveals the significant differences how employees having different stages of work experiences perceive and respond to HRM practices of organization.

Keywords- Job satisfaction; human resource; human resource management; employees.

Paper type- Research paper

Introduction

The sustainable development projects are long and complex in nature and require long-term investments in human resources. Therefore, it's paramount to develop robust global standards and relevant frameworks for the organizations to attract skilled employees as well as realigning businesses towards adopting sustainable and societal friendly human resource practices. The rise of digital financial technologies, like block chain and AI, is revolutionizing the way human

resource is managed, offering new ways to track and verify the impact of investments in human resources. A digital HR platform manages critical HR functions like hiring, wages, benefits, productivity management and employee communication etc. The areas of focus may include nature-based solutions, job satisfaction along with financial assistance and just transition strategies. At this juncture it is essential that skilled employees be attracted to finance the organizational prosperity. As management professionals, superiors are the fulcrum of economic activity and being able to work in collaboration with policymakers and industry. Their role in promoting effective human resource management practices becomes critical in enhancing trust, credence and transparency by adopting global standards which would ensure fair and standardized information to employees and foster innovation through policy. To empower the future leaders to build a stronger, more prosperous India, shaping minds that will propel the country's development and innovation. It assumes that organizations must follow relevant quality management standards and highlights the significance of meticulous planning, professional judgment, and skepticisms. Global emphasis on sustainability grows effective, practices for human resource are going to play a crucial role in shaping the future of business and societal well-being.

HRM refers to people practices. The organization's business strategy that needs to be accompanied by several types of HRM practices that includes job analysis and designing jobs, determining workforce required with specific skills and knowledge (human resource planning), attracting talented workers, recruiting, selection, training & development that teach workers how to execute their duties and prepare them for the future challenges, performance management that estimates worker performance, compensation, which incentivizes and recognizes employees' & employees relation which builds positive atmosphere at work. When all the practices are handled very well, an organization performs at its best and attains its objectives. If adequate policies are framed that satisfies employees they will be more inclined towards organization success, be more creative, productive and try to attain more favorable position in the community. (Armstrong, 2010) A more recent and less philosophical reference to HRM was made by Boxall et al (2007), who defined it as 'The management of work and people towards desired ends. In 2015, the United Nations Assembly launched "2030 Agenda" consisting 17 development goals (SDGs) & 169 targets emphasizing on three pillars those are economic, social & environment based on five key pillars of "people, planet, peace, prosperity and partnership" to promote sustained economic growth, shared prosperity and decent work environment. Collaboration among various public & private sector, government and individuals required to accomplish the goal. One of the areas that can make most significant contribution in achieving sustainable development goals is HRM. (Chams & García-Blandón, 2019) Every organization has a distinctive organizational culture and its own work climate consists of its own philosophy and principles, its own ways of tackling the problems and making decisions. It has its own embedded patterns of performing task. Its own ingrained beliefs, way of behaving and thought pattern, practices that define its organizational culture constructing organization strategy may or may not be compatible with its culture. An organization's culture is either an important contributor or an obstacle to successful strategy execution. Strong culture fosters good strategy execution when there's fit and hampers the execution when there's insignificant fit. Organization must create values through recognizing business opportunities through management skills to mobilize human, financial and material resources and welcome new ideas and promote innovation that improve performance and profitability and benefits the whole organization. Proficient and competent employees are the prime capital for the organizations; human capital can persuade and shape the other resources of the organization. Shaping, control and coordination, utilization of various production factors are only achievable through human resources. (Argyris, 2000) It is stated that the ideas of employees for innovative success should be appreciated in the organization for innovative success. (Laursen & Foss, 2003) On the other hand, if organization desires to increase innovation level improvement in the worker morale and motivation levels is required and favorable environment should also be created for them to share ideas and information. (Kang et al., 2007)⁷

REVIEW OF LITERATURE

Review of literature provides an overview, if one has limited time to conduct research in context of multipurpose. It keeps Professionals in their field up to date with current information. For scholars it helps to shape and guide in the direction that one may not have thought of by offering insights and different perspectives on the subject and rationalize

the reason to do particular research. Keeping the above in view following pages present a brief overview of some researchers' work.

(Kehoe & Wright, 2013) acknowledged that high performance HR practices in SHRM were consistently linked to favorable organizational results such as financial performance and market success, nevertheless, lesser research has examined how employees' perceptions of these HR policies affect more direct consequences that could influence how well HR procedures perform. Recent studies highlighted the significance of employee's opinions of effective HR procedures affect variables like organizational citizenship behavior and absenteeism intent to stay. It has been specifically examined how affective organization commitment mediates this relationship. Survey study was conducted for the fulfillment of research. mediation analysis has been performed indicated the positive effect of employees' perceptions of high-performance HR practice used at the job group level towards all dependent variables & that affective. The connection between organizational citizenship behavior and perceptions of HR practices was completely mediated by organizational commitment, and it was partially mediated by it.

(Homberg & Vogel, 2016) the paper served as an introduction to a special issue on human resource management practices and public service motivation. Analyzing how two literary works are related to one another. It integrated a meta analysis of how HR practices affect public service motivation with a bibliometric examination of the internal connection. The results showed that although through HRM was a major topic in the literature on PSM, there was a lot of need for more integration. Extrinsic HR practices did not correlate with public service motivation, while intrinsic HR had favorable and significant effect. The study made a distinctive contribution by using cutting-edge methods and carrying out the first meta analysis of the subject.

(Kaumi Alkali Kalli et al., 2023) considered training as tool that enhances individual skills, knowledge and abilities of a resource & enabled person to understand certain aspects of business. Need for training programme arose when discrepancies were identified between the expected and actual performance of the employees. Senior management typically attempted to address this skills gap by applying on the job training. Over time it became evident that when training and resource development, combined along with effective practices directly influenced the quality of HR outcomes, ultimately leading to improved performance, thus training is characterized as deliberate effort to aim at improving factors that impact an individual's job performance. Employees turned to on-the-job training as a method to boost job satisfaction, reduce anxiety, and better manage their workloads. Senior management in organization held the responsibility of understanding and addressing the needs of their workforce. In light of these developments, studies were conducted to examine how training and development affects employee performance against this backdrop

(Agnihotri Vijay Singh, n.d.) examined morale & job satisfaction of the Himachal Road Transport Corporation (HRTC) employees. It aimed to determine the satisfaction and morale levels of HRTC employees with the policies currently offered and facilities provided by the state and HRTC management. HRTC, being the second-largest public sector organization in the state, played a vital role in transportation. However, employees of HRTC had frequently gone on strike over unmet demands, causing public inconvenience and adopting a work-to-rule system. They were dissatisfied with the policies of the state government and HRTC management. The organization's growth was hindered by the lack of employee satisfaction and motivation. The researcher delved into the issues of morale, motivation, and dissatisfaction to better understand the problem.

Objective

- To evaluate the effect of different levels of work experience levels on the various HRM practices among Himachal road transport corporation employees.
- To provide recommendations in light of the findings.

Hypothesis

Keeping in view the objective of the study, following hypothesis have been developed for testing.

H1: Significant differences in the implementation and effectiveness of HRM practices among road transport sector employee depending on their work experience levels.

H0: No significant difference the implementation and effectiveness of HRM practices among road transport sector employees depending on their work experience levels.

Results and discussion

Employee's work satisfaction level is the main focus of the study. Present study aim is to improve the understanding the variables influencing employee satisfaction level of employees based on various human resource management practices. When analysis of variance value is less than 0.05, the primary study reveals statistically significant differences between the means of the groups under comparison. It suggests that the employees perceptions depending on various HRM practices significantly vary based on their work experience. Post hoc result shows which group differ significantly. The results showing strong evidence that work experience affects their perception of HRM practices means work experience is a key factor in shaping the employees attitudes towards HRM practices.

Table 1

Demographic profile of the respondents along with Percentage

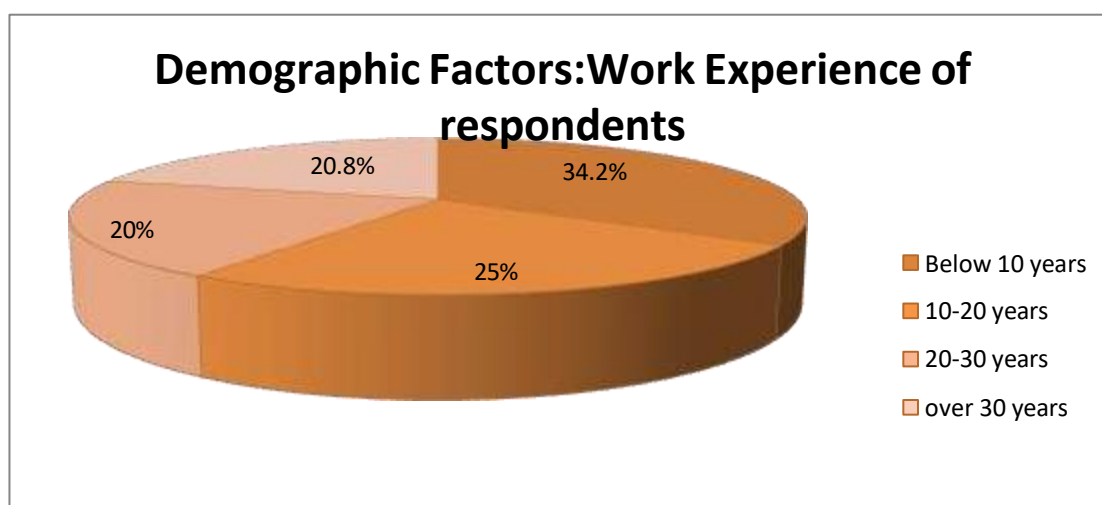
Work experience, any experience gained by person while working in specific field or occupation. Central to this framework, is the idea that employee satisfaction and stress are function of individuals' experiences at work which, in turn, are affected by human resource practices related to human resources that are in place in organization it is practical knowledge, skill or practice derived directly from observation. In the present study, work experience of employees has been tabulated into four categories shown below.

Table-1: Distribution of Respondents Depending on Work Experience

Work Experience(years)	Frequency	Percentage
Under 10 years	41	34.2
10-20 years	30	25.0
20-30 years	24	20.0
over 30 years	25	20.8
Total	120	100.0

The table1and figure1 reveals that the percent of workers whose work experience is under 10 years i.e. 34.2 percentage, followed by those with work experience between 10-20 years i.e. is 25.0 percent; those with more than 30 years of work experience i.e.20.8 percent and followed by those with 20-30 years of work experience i.e. 20.0.percent. Therefore it can be said that the employees having experience below 10 years shows maximum percentage regarding work experience than others employees of transport undertakings.

Figure-1: Distribution of Respondents on the Basis of Work Experience



Source: Information gathered using structured questionnaire.

Table2

Table -2(a): Descriptive Statistical Analysis for Recruitment and Selection on the Basis of Work Experience

Work experience	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	10.7317	2.77511	.43340	3.00	15.00
10-20 years	30	9.2000	3.05580	.55791	3.00	15.00
20-30 years	24	11.2500	2.57496	.52561	3.00	15.00
over 30 years	25	9.0800	3.04029	.60806	3.00	15.00
Total	120	10.1083	2.97269	.27137	3.00	15.00

Source: Information gathered using structured questionnaire.

The aforementioned table -2 (a) present descriptive statistical analyses for recruitment and selection based on work experience clears that workers with 20 to 30 years of experience demonstrates the highest satisfied level with procedure of recruitment and selection.

Table -2(b): ANOVA Analysis of Recruitment and Selection based on Work Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	98.403	3	32.801	3.992	.010
Within Groups	953.189	116	8.217		
Total	1051.592	119			

The table-2(b) presents one way ANOVA to examine the difference in perception of workers based on their work experience. Since the F- test value is less than 0.05. Hence, the null hypothesis has been rejected. Therefore, the table clearly indicates the significant difference regarding recruitment and selection procedure in their respective transport undertakings on the based on work experience.

Table- 2(c): Post Hoc result for Recruitment and Selection Based on Work Experience

Work experience (years)		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	1.53171	.68871	.123
	20-30 years	-.51829	.73675	.896
	over 30 years	1.65171	.72740	.111
10-20 years	Below 10 years	-1.53171	.68871	.123
	20-30 years	-2.05000*	.78504	.049

	over 30 years	.12000	.77627	.999
20-30 years	Below 10 years	.51829	.73675	.896
	10-20 years	2.05000*	.78504	.049
	over 30 years	2.17000*	.81919	.045
over 30 years	Below 10 years	-1.65171	.72740	.111
	10-20 years	-.12000	.77627	.999
	20-30 years	-2.17000*	.81919	.045

*At the 0.05 percent level the mean difference is significant.

Table-2(c) shows the result of post hoc test indicates significantly diverse opinion of employees having different work experience. When compared the mean difference in the work experience between 20-30 years is highly significant with the work experience between 10-20 years and 20-30 years with the work experience over 30 years, thus it is clear that these groups have different views regarding recruitment and selection based on their work experience.

Table3

Table 3(a): Descriptive Statistical Analysis Promotion and transfer policy on the Basis of Work Experience

	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	15.3171	3.47447	.54262	9.00	20.00
10-20 years	30	14.1000	3.75408	.68540	7.00	20.00
20-30 years	24	15.5000	3.23029	.65938	9.00	21.00
over 30 years	25	12.6800	3.40000	.68000	5.00	19.00
Total	120	14.5000	3.60672	.32925	5.00	21.00

Source: Information gathered using structured questionnaire.

The promotion and transfer policy descriptive statistical analysis based on work experience shown in aforementioned table -3a. The age group 20-30 years shows highest mean score i.e. 15.5000 and lowest for the age group over 30 years i.e., 12.6800. Therefore it indicates that employees whose age is between 20-30 years are maximum satisfy with the promotion and transfer policy based on work experience in the respective organization.DONE

Table -3(b): ANOVA Results Related to Promotion and Transfer policy Based on Work Experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	138.982	3	46.327	3.814	.012
Within Groups	1409.018	116	12.147		

Total	1548.000	119			
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Table 3(b) demonstrate ANOVA analysis which shows the F-test value below 0.05 in relation to promotion and transfer policy based on the work experience that rejects the null hypothesis concluding the significant difference in the opinion of employees regarding promotion and transfer policy in their organization based on work experience.

Table-3(c): Post Hoc Analysis on Promotion and Transfer policy based on work experience.

Work Experience		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	1.21707	.83735	.469
	20-30 years	-.18293	.89575	.997
	over 30 years	2.63707*	.88438	.018
10-20 years	Below 10 years	-1.21707	.83735	.469
	20-30 years	-1.40000	.95446	.461
	over 30 years	1.42000	.94380	.438
20-30 years	Below 10 years	.18293	.89575	.997
	10-20 years	1.40000	.95446	.461
	over 30 years	2.82000*	.99598	.028
over 30 years	Below 10 years	-2.63707*	.88438	.018
	10-20 years	-1.42000	.94380	.438
	20-30 years	-2.82000*	.99598	.028

*At the 0.05 percent level the mean difference is significant.

The table 3(c) reveals the result of post hoc test which indicates that the statistically significant mean difference between the workers below 10 year of work experience and those with over 30 years aswell as between the workers with 20-30 years experience and those with over 30 years. which shows that the workers' perceptions regarding promotion and transfer rules fluctuates significantly.

Table 4

Table -4(a): Work Experience Based Descriptive Statistical Analysis of Workplace Fairness

Work experience	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	10.5854	2.10921	.32940	6.00	15.00
10-20 years	30	8.9667	2.80988	.51301	3.00	12.00
20-30 years	24	11.4167	2.43018	.49606	6.00	15.00

over 30 years	25	10.1600	2.80891	.56178	3.00	13.00
Total	120	10.2583	2.62341	.23948	3.00	15.00

Source: Information gathered using structured questionnaire.

Table -4(a) explains work experience based descriptive statistical analysis of workplace fairness that shows workers with work experience between 20-30 years are highly satisfied with the workplace fairness.

Table -4(b): ANOVA Results of Workplace Fairness Based on Work Experience

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	86.880	3	28.960	4.589	.005
Within Groups	732.111	116	6.311		
Total	818.992	119			

Table -4(b) shows ANOVA results for workplace fairness based on work experience. The F-test score is less than 0.05. As a result, the null hypothesis is disapproved; indicating that there is variation in workers opinion regarding workplace fairness in their organization.

Table-4.(c) Post hoc result for fairness of work based on work experience

Work experience		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	1.61870*	.60358	.041
	20-30 years	-.83130	.64568	.573
	over 30 years	.42537	.63748	.909
10-20 years	Below 10 years	-1.61870*	.60358	.041
	20-30 years	-2.45000*	.68800	.003
	over 30 years	-1.19333	.68032	.301
20-30 years	Below 10 years	.83130	.64568	.573
	10-20 years	2.45000*	.68800	.003
	over 30 years	1.25667	.71793	.303
over 30 years	Below 10 years	-.42537	.63748	.909
	10-20 years	1.19333	.68032	.301
	20-30 years	-1.25667	.71793	.303

*At the 0.05 percent level the mean difference is significant.

The post hoc test findings for fairness with regard to job experience are shown in Table 4(c). The result shows that the mean difference is statistically significant. Employees with less than 10 years of experience and those with 10-20 years, as well as those with 20-30 years of experience and those with 10-20 years of experience vary significantly, in particular.

Table 5

Table-5(a) Descriptive Statistical Analysis on Grievance Redressal Mechanism on the Basis of Work Experience

Work experience years	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	17.0732	3.56644	.55698	8.00	22.00
10-20 years	30	14.4000	3.31766	.60572	7.00	23.00
20-30 years	24	16.9583	3.80479	.77665	10.00	24.00
over 30 years	25	17.3600	3.81750	.76350	9.00	22.00
Total	120	16.4417	3.75689	.34296	7.00	24.00

Source: Information gathered using structured questionnaire.

Table -5(a) demonstrates employees with the experience above 30 years are maximum satisfy with the grievance redressal mechanism based on job experience in the respective organization.

Table-5(b) Work Experience Based ANOVA result of Grievance Redressal Mechanism

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	168.893	3	56.298	4.323	.006
Within Groups	1510.699	116	13.023		
Total	1679.592	119			

Table -5(b) shows ANOVA results for grievance redressal mechanism work experience based. The value of F test score below 0.05, statistical significance is shown. Hence by rejecting null hypothesis, it confirmed that employees' perceptions depending on work experience regarding grievance Redressal mechanism vary significantly.

Table-5(c) Post hoc Result on Grievance Redressal Mechanism on the basis of work experience

Work experience (years)		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	2.67317*	.86703	.013
	20-30 years	.11484	.92751	.999
	over 30 years	-.28683	.91574	.989
10-20 years	Below 10 years	-2.67317*	.86703	.013

	20-30 years	-2.55833	.98830	.052
	over 30 years	-2.96000*	.97726	.016
20-30 years	Below 10 years	-.11484	.92751	.999
	10-20 years	2.55833	.98830	.052
	over 30 years	-.40167	1.03129	.980
over 30 years	Below 10 years	.28683	.91574	.989
	10-20 years	2.96000*	.97726	.016
	20-30 years	.40167	1.03129	.980

*At the 0.05 percent level the mean difference is significant.

The table 5(c) exhibits result of post hoc test for grievance redressal mechanism based work experience. The table demonstrates the significant difference in the mean in the work experience for those groups who are below 10 years with 10-20 years and between 10-20 years with over 30 years regarding grievance redressal mechanism.

Table 6

Table-6(a) Work Experience Based Descriptive Statistical Analysis of Working conditions

Work experience (Years)	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	16.6341	3.23849	.50577	11.00	23.00
10-20 years	30	14.4667	3.46145	.63197	7.00	20.00
20-30 years	24	16.4167	3.62259	.73946	10.00	22.00
over 30 years	25	15.5200	3.13741	.62748	9.00	20.00
Total	120	15.8167	3.42748	.31288	7.00	23.00

Source: Information gathered using structured questionnaire.

Table -6(a) exhibits descriptive statistical analysis for regarding working conditions on the basis of work experience shows workers' with experience below 10 years are highly satisfied with the working condition based on job experience in thier respective organization.

Table-6(b) Work Experience Based ANOVA Result on Working Conditions

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	92.914	3	30.971	2.753	.046
Within Groups	1305.052	116	11.250		

Total	1397.967	119			
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Table -6(b) shows ANOVA results on working conditions on the basis of work experience in which the value of F test is below 0.05. Hence by rejecting the null hypothesis, it proves statistically significant variation in the opinion of employees regarding working conditions in their organization based on work experience.

Table-6 (c) Post hoc test Result on Working Conditions on the Based on Work Experience

Work experience		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	2.16748*	.80586	.040
	20-30 years	.21748	.86207	.994
	over 30 years	1.11415	.85113	.559
10-20 years	Below 10 years	-2.16748*	.80586	.040
	20-30 years	-1.95000	.91858	.152
	over 30 years	-1.05333	.90831	.653
20-30 years	Below 10 years	-.21748	.86207	.994
	10-20 years	1.95000	.91858	.152
	over 30 years	.89667	.95853	.786
over 30 years	Below 10 years	-1.11415	.85113	.559
	10-20 years	1.05333	.90831	.653
	20-30 years	-.89667	.95853	.786

*At the 0.05 percent level the mean difference is significant.

The table 6(c) exhibits post hoc test result for working conditions based on work experience. The result confirmed the mean difference is significant in work experience group between the groups below 10 years with 10-20 years as compare to other groups on basis of work experience regarding working conditions.

Table 7

Table-7(a) Descriptive Statistical Analysis on Conflict and Pressure on the Basis of Work Experience

Work experience	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	21.1707	3.34591	.52254	12.00	30.00

10-20 years	30	18.1000	4.27785	.78102	9.00	26.00
20-30 years	24	19.0000	4.98694	1.01795	6.00	24.00
over 30 years	25	20.2400	4.78957	.95791	9.00	28.00
Total	120	19.7750	4.38190	.40001	6.00	30.00

Source: Information gathered using structured questionnaire.

Table -7(a) exhibits descriptive statistical investigation regarding conflict& pressure based on their work experience indicates that the employees with less than 10 years of experience are highly satisfied with the conflict and pressure based on their work experience in the respective organization.

Table 7(b) ANOVA test on Conflict and Pressure on the Basis of Work Experience

	Sum Squares	of Df	Mean Square	F	Sig.
Between Groups	183.860	3	61.287	3.384	.021
Within Groups	2101.065	116	18.113		
Total	2284.925	119			

Table -7(b) shows ANOVA results regarding employees perception for handling conflict and pressure based on work experience in which the score of F test is under 0.05. As a result the F-test value has been rejected, supporting the null hypothesis. Thus that there exists a notable difference in employees perspectives regarding for conflict and pressure.

Table 7(c) Post hoc test on Conflict and Pressure on the Basis of Work Experience

Work experience		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	3.07073*	1.02251	.017
	20-30 years	2.17073	1.09383	.200
	over 30 years	.93073	1.07994	.824
10-20 years	Below 10 years	-3.07073*	1.02251	.017
	20-30 years	-.90000	1.16552	.867
	over 30 years	-2.14000	1.15250	.252
20-30 years	Below 10 years	-2.17073	1.09383	.200
	10-20 years	.90000	1.16552	.867
	over 30 years	-1.24000	1.21622	.738
over 30 years	Below 10 years	-.93073	1.07994	.824

	10-20 years	2.14000	1.15250	.252
	20-30 years	1.24000	1.21622	.738

*At the 0.05 percent level the mean difference is significant.

The table 7(c) revealed post hoc test result for conflict and pressure handling pressure and conflict based on work experience. The table reveals the significant distinction in the perspectives of employees' with less than 10years of work experience regard to conflict and pressure and those with 10-20 years of work experience for handling conflict and pressure.

Table 8

Table 8(a) Descriptive analysis on career and development on the basis of work experience

Work experience (years)	N	Mean	Std. Deviation	Std. Error	Minimum	Maximum
Below 10 years	41	10.0000	2.64575	.41320	4.00	15.00
10-20 years	30	7.9667	2.80988	.51301	3.00	14.00
20-30 years	24	8.0833	2.41223	.49239	3.00	12.00
over 30 years	25	9.1600	1.90788	.38158	5.00	12.00
Total	120	8.9333	2.63057	.24014	3.00	15.00

Source: Information gathered using structured questionnaire.

Table -8(a) exhibits descriptive statistical analysis for regarding career and development on the basis of work experience concluded that employees whose work experience is below 10 years are highly satisfy with the career and development .

Table 8(b)ANOVA Result Analysis on Career and Development on the Basis of Work Experience.

	Sum Squares	ofdf	Mean Square	F	Sig.
Between Groups(Combined)	93.307	3	31.102	4.941	.003
Within Groups	730.160	116	6.294		
Total	823.467	119			

Table -8(b) shows ANOVA results for career and development on the basis nature of work in which the Score of F test is less than 0.05. Hence by rejecting the null hypothesis significant variation in the opinion of employees is showed in regard to in regard to events and celebrations in their respective organization.

Table-8(c) Post Hoc Result on Career and Development on the Basis of Work Experience.

Work experience (years)		Mean Difference	Std. Error	Sig.
Below 10 years	10-20 years	2.03333*	.60278	.006
	20-30 years	1.91667*	.64482	.019
	over 30 years	.84000	.63663	.552
10-20 years	Below 10 years	-2.03333*	.60278	.006
	20-30 years	-.11667	.68709	.998
	over 30 years	-1.19333	.67941	.300
20-30 years	Below 10 years	-1.91667*	.64482	.019
	10-20 years	.11667	.68709	.998
	over 30 years	-1.07667	.71697	.440
over 30 years	Below 10 years	-.84000	.63663	.552
	10-20 years	1.19333	.67941	.300
	20-30 years	1.07667	.71697	.440

*At the 0.05 percent level the mean difference is significant.

The table 8(c) exhibits post hoc result on career and development on the basis of work experience. The table reveals that the mean difference is significant in opinion of workers with varying work experiences. Thus it can be concluded that workers with varying levels of work experience have the different opinion regarding career and development work events and celebrations. The difference is significant below 10 years of work experience with 10-20 years and with 20-30 years means having different opinion as compare to other employees of organization.

Conclusion

The global economies are facing previously unprecedented issues arising from the modern world, and human resource management is essential to ensure that the human resources have a sustainable future and are satisfied in their profession. As nation moves towards the goal of development in all areas, issues pertaining to human resources and management techniques must be taken into consideration with greater consciousness in order to ensure a sustainable future. This journey towards sustainable development is long and arduous requiring collective efforts of all stakeholders i.e. Government, Organizations and Public. Most importantly this journey requires global collaboration, commitment and diverse set of resources including modification in policies, finance to take constructive and coordinated action to have a much-desired impact. The challenges of shaping a sustainable future are numerous, but they also present opportunities for to make meaningful impact and remain relevant in the 21st century. Human resources have the skills, knowledge, and ethical principles and needed to drive meaningful change in how organizations operate and how they impact the world around them. In conclusion, the human resources stand at the forefront of a global movement towards sustainability, maximize their performances level, enhance operational efficiency and ensures long term profitability and growth. As the expectations of employees continue to evolve, the management must rise to the occasion, providing the expertise, assurance, and ethical leadership to support transition to a more sustainable and resilient global economy. The transition to

a sustainable economy requires supportive policies and regulations. The human resource management with its insights across segments has a voice in shaping these frameworks. Organization must advocate for policies that encourage sustainable development. By engaging with policymakers, management can create an environment where effective human resource management practices are not only encouraged but also provide satisfaction to its employees who increase their efficiency and helps in organization as well as in nation development.

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