



EFFECT OF HRM PRACTICES ON JOB SATISFACTION AND CUSTOMER SATISFACTION IN PUBLIC SECTOR BANKS

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ABSTRACT

The Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges faced by banks. Efficient risk management may not be possible without efficient and skilled manpower. As banking institutions are the backbone of a nation's economy, the efficient management of human resource and the maintenance of higher job satisfaction and customer satisfaction levels affect the growth and performance of an entire economy. Therefore, the primary aim of the study to analyze human resource management practices and its effect on job satisfaction and customer satisfaction with the public sector banks in Nagapattinam district of Tamil Nadu.



The result of the study reveals that the relation between the human resource management practices and job satisfaction is significant that shows there is an impact of Human Resource Management Practices on Job Satisfaction of the employees. There is an impact of human resource management practices on customer satisfaction and the relation between job satisfaction and customer satisfaction is significant that shows there is an impact of job satisfaction of the employees on customer satisfaction.

KEY WORD: Human Resource Management, Job satisfaction, Customer satisfaction .

INTRODUCTION

The banking industry, one of the major segments of the financial system plays a crucial role in the economic and social development of a country. A strong and healthy Banking system is indispensable in a modern society as a financial intermediary and occupies a unique position in a nation's economy. The Indian banking sector has been passing through different phases such as pre-nationalization, post-nationalization and post liberalization phase.

Banking is now a part of the largest financial service industry. The number of players in the market and the range of services and facilities offered are increasing, thereby signifying more intense competition. The new economic environment has posed new challenges and opportunities for the banks. In contrast to the largely service based competition that banks have witnessed hitherto, the competition is now manifesting itself in the form of technology based competition and price based competition as well. The advent of new technologically well-equipped, structurally lean and capital strong banks is going to make a difference in the markets in terms of the range and the cost of services offered as also the speed and efficiency with which customer expectations are met. To survive in an intensely competitive market, banks in general and public sector banks in particular must measure up in terms of efficiency. Market related as well

as internal and one crucial factor that makes a big difference to competitive efficiency for public sector banks is the human resource factor.

The Human Resource Management is important for banks because banking is a service industry. Management of people and management of risk are two key challenges faced by banks. Efficient risk management may not be possible without efficient and skilled manpower. Banking has been and will always be a 'People Business'. Though pricing is important, there may be other valid reasons why people select and stay with a particular bank. The public sector banks must try to distinguish themselves by creating their own niches or images, especially in transparent situations with a high level of competitiveness.

In this grow-or-die marketplace, the success of any organization relies on its workforce. Satisfied and committed employees are the most significant assets of any organization, including banks. As banking institutions are the backbone of a nation's economy, the efficient management of human resource and the maintenance of higher job satisfaction and customer satisfaction levels affect the growth and performance of an entire economy.

Due to heavy competition, in coming times, the very survival of the public sector banks would depend on customer satisfaction. Those who do not meet the customer expectations will find survival difficult. Public sector banks must articulate and emphasize the core values to attract and retain certain customer segments. Values such as 'sound', 'reliable', 'innovative', 'international', 'close', 'socially responsible' and 'Indian' need to be emphasized through concrete actions on the ground and it would be the public sector bank's human resource that would deliver this. Since human resource management policies and practices have a vital role to play in public sector banks, job satisfaction of the employees and customer satisfaction are the key to banks performance, hence the study aims to analyze the human resource management practices and its effect on job satisfaction and customer satisfaction with the public sector banks in Nagapattinam district of Tamil Nadu.

RESEARCH METHODOLOGY

This study focuses on the human resource management practices and its effect on the job satisfaction and customer satisfaction. By keeping in mind the research objectives of the study, the survey method has been chosen to collect the data. In order to achieve the objectives of this research, data were collected both from the primary and secondary sources. The primary data were collected from the respondents through questionnaires. The sources of secondary data were literature available in libraries in the form of books, journals and magazines. Besides the above mentioned literature, published and unpublished thesis and web sites of the sample units were also referred to.

SAMPLE SIZE

In Nagapattinam district, State bank of India, Indian Overseas Bank and Indian Bank playing a leading role by providing banking services to large number of customers. Therefore, these banks were selected for the study in the first stage. In the district, the Indian Overseas Bank, Indian Bank and State Bank of India have 37 branches, 19 branches and 12 branches respectively. Ten branches of each bank were selected by random sampling technique, thus, a total of 30 branches was selected for the study in the second stage. A total of 652 employees were working in the selected branches of the banks. Among them 285, 175 and 192 employees were working in the State Bank of India, Indian Overseas Bank and Indian Bank respectively. In the selected branches, 167 officers, 329 clerical staff and 156 sub staff were working. The following sample size determination formula was used to determine the required sample size of the employees.

$t^2 * p * (1-p)$

Minimum Sample Size (n) = ----- (1)

m^2

Where:

n = required sample size (minimum size)

t = Confidence level at 99 per cent (standard value of 2.58)

p = Estimated fractional population of subgroup, expressed as decimal
(0.5 used for sample size needed)

m = Margin of error at 5 per cent (standard value of 0.05)

Finite Population Correction for Proportions

$$\text{Sample Size } (n) = \frac{n_0}{(1 + n_0/N)} \quad (2)$$

Where ' n ' is the sample size and n_0 = required sample size (minimum size)

' N ' is the population size.

As per the formula the required sample size is 330 employees. Therefore, 11 employees of each branch of the banks were selected in the third stage. The sample constitutes 50.61 per cent of the total population. Therefore, the sample size consists of 85 officers, 167 clerical staff and 78 sub staff. The sample employee of the selected banks was chosen on the basis of stratified random sampling method.

Since, the number of customers in each branch was large, the customers could not be selected on a proportional basis, 10 customers from each branch were selected for the study. Therefore, 300 customers who have a savings bank account were selected on the basis of convenience sampling method in the final stage.

SATISFACTION WITH HUMAN RESOURCE MANAGEMENT PRACTICES

The banking sector is one of the biggest service sectors in India. It is now experiencing drastic changes due to globalization, privatization and technological advancement. Banking is not confined to nationalized public sector banks. It has been recorded a rapid rise of the new private sector banks and it has tracked the transformation of the public sector banks to cope up with multinational led environment. Forward-thinking organizations know that high performance and sustainable business results require attention to employees. Human resource is the most valuable asset for any organization. In this competitive world, only those organizations can survive, which are able to retain high performers and performance depends upon the practicing effective human resource management, job satisfaction of the employees and customer satisfaction. Therefore, the satisfaction of the employees about human resource management practices in the public sector banks is discussed in the succeeding pages. There are 12 variable were identified to analyze the satisfaction of the employees with human resource management of the public sector banks. The satisfaction of the employees in these variables is shown in the subsequent pages.

A five point Likert type scale was used to analyze satisfaction of the respondents with human resource management practices. The scale is ranges from highly satisfied to highly dissatisfied, the 5 score for highly satisfied, 4 for satisfied, 3 for scores neutral, 2 for dissatisfied and 1 for highly dissatisfied, the higher mean score indicates higher satisfaction of the employees.

Mean score = Total scores/Total No of Respondents

Subsequently, the mean score thus calculated was converted into percentage by the following formula:

Mean score (%) = Mean score obtained/Maximum score X 100.

Thus, the mean score and mean score percentage of the respondents and overall average were tabulated and interpreted in the succeeding pages.

OVERALL SATISFACTION

To measure the overall satisfaction of the employees with human resource management practices, 12 factors were identified, namely Human Resource Planning, Recruitment and Selection, Training and Development, Compensation Management, Working Conditions, Motivational Measures, Promotions and Transfer, Employees Welfare Measures, Workers' Participation in Management, Performance Management, Employees' Grievance Handling and Industrial Relations, for these factors 82 items were framed, for which the maximum mean score was 410. The mean score obtained by the respondents for overall satisfaction with human resource management practices of the public sector banks is shown in table1.

TABLE 1
OVERALL SATISFACTION

S.No	Factor	Officers (N=85)		Clerical Staff (N=167)		Sub Staff (N=78)		Overall Average (N=330)	
		Mean Score	Mean Score (%)	Mean Score	Mean Score (%)	Mean Score	Mean Score (%)	Mean Score	Mean Score (%)
01	Human Resource Planning	09.27	37.08	06.18	24.72	06.00	24.00	06.94	27.73
02	Recruitment and Selection	15.13	60.52	10.65	42.60	6.97	27.88	10.93	43.72
03	Training and Development	14.18	56.72	08.57	34.28	06.37	25.48	9.50	38.00
04	Compensation Management	10.08	33.60	7.70	25.67	6.76	22.53	08.09	26.97
05	Working Conditions	14.99	49.97	13.18	43.933	11.23	37.43	13.18	43.933
06	Motivational Measures	26.59	44.32	19.23	32.05	15.11	25.18	20.15	33.58
07	Promotions and Transfer	8.55	34.20	6.48	25.92	5.60	22.40	6.81	27.24
08	Employees Welfare Measures	18.51	37.02	15.10	30.20	11.71	23.42	15.18	30.36
09	Workers' Participation in Management	11.80	33.71	8.94	25.54	7.95	22.71	9.46	27.03
10	Performance Management	20.30	58.00	09.35	26.71	07.85	22.43	11.75	33.57
11	Employees' Grievance Handling	12.72	42.40	08.10	27.00	06.45	21.50	08.90	29.67
12	Industrial Relations	17.82	44.55	11.50	28.75	09.72	24.30	12.71	31.78
	Overall Average	179.75	43.84	124.98	30.48	101.72	24.81	133.59	32.58

Source: Primary Data

Table 1 show that the overall mean score obtained by the respondents for satisfaction with human resource management practices was 32.58 per cent. The officers, clerical and sub staff have obtained a mean score of 43.84 per cent, 30.48 per cent and 24.81 per cent respectively, which indicates that the employees perceive low satisfaction with human resource management practices. It is further observed that clerical staff and sub staff very much dissatisfied when compared to officers about the overall human resource management practices of the of the public sector banks.

LEVEL OF SATISFACTION

The level of satisfaction of the respondents is classified into three categories, i.e. below average, average and above average levels, which have been redefined as Low, Medium and High level of satisfaction respectively. The lower and upper limits of average level have been calculated with the help of the following formula; Lower limit of average level = Mean - 1 Standard deviation and the Upper limit of average level = Mean + 1 Standard deviation. The designation-wise distribution of the respondents and their level of satisfaction with human resource management practices are analyzed in the successive pages. The level of satisfaction of the respondents with overall human resource management practices of the public sector banks is shown in table 2.

TABLE 2
LEVEL OF SATISFACTION WITH OVERALL HUMAN RESOURCE MANAGEMENT PRACTICES

Designation	Level of Satisfaction			
	Low	Moderate	High	Total
Officers	49 (20.94)	17 (30.36)	19 (47.50)	85 (25.76)
Clerical staff	130 (55.56)	24 (42.85)	13 (32.50)	167 (50.61)
Sub staff	55 (23.50)	15 (26.79)	08 (20.00)	78 (23.63)
Total	234 (100.00)	56 (100.00)	40 (100.00)	330 (100.00)

Source: Primary Data, Note: Figures in the parentheses are percentages

Table 2 shows that that out 330 total respondents, 234 respondents, 56 respondents and 40 respondents reported low, moderate and high level of satisfaction with overall human resource management practices. Among the respondents who reported low satisfaction the majority of the respondents were clerical staff followed by nearly 24 per cent and 21 per cent of the respondents were sub staff and officers respectively. In case of the respondent who revealed moderate and high level of satisfaction as much as 43 per cent and 48 per cent of the respondents were clerical staff and officers. Therefore, it can be inferred from the table that the most of employees perceive low satisfaction with the human resource management policy of the public sector banks in the study area.

T TEST

To find out whether there is any significant difference between the level of satisfaction of the respondents with overall human resource practices, a null hypothesis is framed and tested with the help of t test. The result is shown in table 3.

Null hypothesis

The respondents perceive the same level of satisfaction with overall human resource management practices.

TABLE 3
T-TEST

Category	Count	Mean	S.D	t-value	Result
Officers and Clerical staff	85	179.75	62.40	2.45	Significant
	167	124.98	45.96		
Officers and Sub staff	85	179.75	34.80	3.79	Significant

	78	101.72	62.40		
Clerical staff and Sub staff	167	124.98	34.80	1.39	Not significant
	78	101.72	45.96		

*Significant at 5% level; ** Significant both at 5% level and 1% level.

Table 3 reveals that the result of t-test indicates that there is a significant difference between officers and clerical staff, officers and sub staff about overall human resource management practice, however, there is no significant difference between clerical staff and sub staff about overall human resource management practice of the public sector banks in the study area.

DEMOGRAPHIC VARIABLES AND THEIR LEVEL OF SATISFACTION

In order to find out whether there is any significant difference between demographic variables of the respondents and their level of satisfaction with overall human resource management practices, a null hypothesis is framed and tested with the help of the chi-square test. The result is given in table 4.

Null hypothesis

There is no significant difference between demographic variables and the level of satisfaction of the employees with overall human resource management practices public sector banks.

TABLE 4
CHI-SQUARE TEST RESULT

Demographic variable	Chi-Square Test – Value	Df	Table value 5% level	Table value 1% level	H ₀ Accepted / Rejected	Significance
Sex and level of satisfaction	6.01	2	5.991	9.210	Accepted	Not significant
Age and level of satisfaction	18.8	4	9.488	13.277	Rejected	**Significant
Marital status and level of satisfaction	18.1	2	5.991	9.210	Rejected	**Significant
No. of Dependent and level of satisfaction	9.74	4	9.488	13.277	Rejected	*Significant
Educational qualifications and level of satisfaction	8.99	4	9.488	13.277	Accepted	Not significant
Work experience and level of satisfaction	23.1	4	9.488	13.277	Rejected	*Significant
Income and level of satisfaction	12.0	4	9.488	13.277	Rejected	*Significant

*Significant at 5% level ** Significant both at 5% level and the 1% level.

In table 4 the level of satisfaction of employees with overall human resource management practices of the public sector banks were assessed with variables such as gender, marital, education qualification, work experience and income. From the analysis, it is found that there is a significant difference between age and level of satisfaction, marital status and level of satisfaction, number of dependent and level of satisfaction, work experience and level of satisfaction and income and level of satisfaction with human resource management practices. However, no significant difference is found between sex and level of

satisfaction and educational qualification and level of satisfaction of the respondents with overall human resource management practices of the public sector banks in the study area.

OVERALL JOB SATISFACTION

The overall job satisfaction of the employees is the result of a combination of factors work, supervision, pay, promotion and relationship with co-workers. Management's role in enhancing employees' job satisfaction is to make sure the work environment is positive, morale is high and employees have the resources they need to accomplish the tasks they have been assigned. The overall job satisfaction of the employees is shown in table 5.

TABLE 5
OVERALL JOB SATISFACTION

S.No	Factor	Officers (N=85)		Clerical Staff (N=167)		Sub Staff (N=78)		Over all Average (N=330)	
		Mean Score	Mean Score (%)	Mean Score	Mean Score (%)	Mean Score	Mean Score (%)	Mean Score	Mean Score (%)
01	Work	50.97	50.97	33.76	33.76	28.61	28.61	36.98	36.98
02	Supervision	34.40	62.55	16.14	29.35	13.35	24.27	20.19	36.71
03	Pay	7.66	25.53	06.63	22.10	5.33	17.76	06.59	21.97
04	Promotion	8.79	35.16	05.50	22.00	3.74	14.96	05.93	23.72
05	Co-workers	18.32	73.28	09.50	38.00	5.58	22.32	10.85	43.40
	Overall Average	120.14	57.21	71.53	34.06	56.61	26.96	80.53	38.35

Source: Primary data

Table 5 reveals that the respondents have secured an overall average score of 38.35 per cent in respect of overall job satisfaction. The officers have secured a mean score of 57.21 per cent, clerical staff have secured 34.06 per cent and sub staff have obtained a minimum score of 26.96 per cent. Therefore, it can be inferred from the table that the employees perceive low job satisfaction. The clerical staff and sub staff perceive very low job satisfaction when compared to officers in the selected public sector banks in the study area.

LEVEL OF OVERALL JOB SATISFACTION

The overall level of job satisfaction of the respondents in the public sector banks after combined together of satisfaction with work, supervision, pay, promotion and co-workers relationship is shown in table 6.

TABLE 6
LEVEL OF OVERALL JOB SATISFACTION

Level of job satisfaction	Officers	Clerical staff	Sub staff	Total
Low	25 (29.41)	114 (68.26)	59 (75.64)	198 (60.00)
Moderate	44 (51.76)	32 (19.16)	11 (14.10)	87 (26.36)
High	16 (18.83)	21 (12.58)	08 (10.26)	45 (13.64)
Total	85 (100.00)	167 (100.00)	78 (100.00)	330 (100.00)

Source: Primary data, figure in the bracket is percentage of total

It is observed from the table 6 that out of 330 respondents, the majority of the respondents experienced low job satisfaction followed by nearly 26 per cent and 14 per cent of the respondents have perceived moderate and high job satisfaction. Out of 85 officers, 52 per cent of the respondents have moderate satisfaction, 29 per cent have low satisfaction and 18 per cent have experienced high job satisfaction. Among the clerical staff about 68 per cent perceived low job satisfaction, nearly 19 per cent and 13 per cent have moderate high level of job satisfaction. In case of sub staff nearly 76 per cent of the respondents perceived low satisfaction followed by 14 per cent and 10 per cent of the respondents perceived moderate and high level of job satisfaction. Therefore, it can be inferred from the table that the officers perceive moderate job satisfaction whereas clerical and sub staff perceive low job satisfaction in the selected public sector banks.

DESCRIPTIVE STATISTICS – JOB SATISFACTION

In order to find out whether there is any significant relationship between the categories of respondents and their level of job satisfaction, a null hypothesis is framed and tested with the help of 't' test. 't' test values were calculated for different combination of categories of respondents. The t – values calculated were compared with the Table 't' values (at 5 per cent level and at 1 per cent level) to test the significance of variation in respect of job satisfaction of the respondents. The result is shown in table 7.

Null hypothesis

There is no significant difference between categories of the respondents and their level of job satisfaction.

TABLE 7
DESCRIPTIVE STATISTICS-JOB SATISFACTION

Category	Count	Mean	S.D	t-value	Result
Officers	85	120.14	18.48	0.99	Not significant
Clerical staff	167	71.53	11.63		
Officers	85	120.14	18.48	1.34	Not significant
Sub staff	78	56.61	10.36		
Clerical staff	167	71.53	11.63	0.43	Not significant
Sub staff	78	56.61	10.36		

Table 7 reveals that there is no significant difference between categories of the respondents and their level of job satisfaction; it implies that the officers, clerical staff and sub staff experience same level of job satisfaction in the selected public sector banks.

DEMOGRAPHIC VARIABLES AND LEVEL OF JOB SATISFACTION

In order to find out whether there is any significant difference between demographic variables of the respondents and their level of job satisfaction, a null hypothesis is framed and tested with the help of the chi-square test. The result is shown in table 8.

Null hypothesis

There is no significant difference between demographic variables and the level of job satisfaction banks.

TABLE 8
CHI-SQUARE TEST RESULT

Demographic variable	Chi-Square Test – Value	Df	Table value 5% level	Table value 1% level	H ₀ Accepted / Rejected	Result
Sex and level of job satisfaction	1.84	2	5.991	9.210	Accepted	Not significant
Age and level of job satisfaction	10.1	4	9.488	13.277	Rejected	*Significant
Marital status and level of job satisfaction	5.49	2	5.991	9.210	Accepted	Not significant
No. of Dependent and level of job satisfaction	70.0	4	9.488	13.277	Rejected	**Significant
Educational qualifications and level of job satisfaction	11.4	4	9.488	13.277	Rejected	*Significant
Work experience and level of job satisfaction	1.59	4	9.488	13.277	Accepted	Not significant
Income and level of job satisfaction	17.6	4	9.488	13.277	Rejected	**Significant

*Significant at 5% level ** Significant both at 5% level and the 1% level.

Table 8 reveals that there is a significant difference between Age and level of job satisfaction, number of dependent and level of job satisfaction, educational qualifications and level of job satisfaction and income and level of job satisfaction. The table further reveals that there is no significance difference between sex and level of job satisfaction, marital status and level of job satisfaction and work experience and level of job satisfaction of the employees in the selected public sector banks in the study area.

OVERALL CUSTOMER SATISFACTION

The overall satisfaction of the customers with banking services of the selected public sector banks in the study area is shown in table 9.

TABLE 9
OVERALL CUSTOMER SATISFACTION

S.No	Overall Customer Satisfaction	Mean Score	Mean Score (%)
01	Location & Timeliness	17.08	42.70
02	Basic Amenities	10.25	34.17
03	Product Accessibility & Friendliness	10.35	29.57
04	Service Quality	13.41	20.63
05	Efficiency	07.21	20.60
06	Technology	03.28	16.40
07	Security Arrangements	06.79	67.90
	Overall Average (N=300)	68.70	29.23

Source: Primary Data

Table 9 reveals that the mean score secured by the respondents for overall customer satisfaction was 29.23 per cent. The respondents have secured low mean score for all the variables, namely, location and timeliness, basic amenities, product accessibility and friendliness, service quality, efficiency of the banks, technology of the banks and security arrangement of the banks. Therefore, it can be inferred from the table

that the customers perceive poor satisfaction with banking services of the selected public sector banks in the study area.

LEVEL OF OVERALL CUSTOMER SATISFACTION

The level of overall customer satisfaction with banking services of the selected public sector banks in the study area is shown in table 10

TABLE 10
LEVEL OF OVERALL CUSTOMER SATISFACTION

Level of satisfaction	No. of Respondents	Percentage
Low	216	72.00
Moderate	48	16.00
High	36	12.00
Total	300	100.00

Source: Primary data, figure in the bracket is a percentage of the total

Table 10 reveals that out of 300 sample respondents 72 per cent, 16 per cent and 12 per cent of the respondents experienced low, moderate and high level of satisfaction with banking services. Therefore, it can be inferred from the table that customers perceive low satisfaction with banking services of the selected public sector banks in the study area. .

DESCRIPTIVE STATISTICS-CUSTOMER SATISFACTION

In order to find out whether there is any significant difference in the mean scores secured by the respondents for customer satisfaction, a null hypothesis are framed and tested with the help of t test.

Null hypothesis

There is no significant difference in the mean scores secured by the respondents for customer satisfaction.

The result is given in table 11.

TABLE 11
T- TEST

Customer Satisfaction	Mean	Standard Deviation	t-value	Result
Location and Timeliness	17.08	6.96	42.50	**Significant
Basic Amenities	10.25	4.38	40.53	*Significant
Product Accessibility	10.35	6.30	28.46	**Significant
Services Quality	13.41	2.21	105.10	**Significant
Efficiency of the banks	07.21	8.26	15.12	*Significant
Technology of the banks	03.28	2.52	22.54	*Significant
Security arrangement of the banks	06.79	0.46	255.67	*Significant
Overall Satisfaction	68.70	31.92	37.28	**Significant

**Significant at 5% level and 1% level, *Significant at 5% level

Table 11 reveals that the calculated t-value is greater than the tabulated value. Therefore, the null hypothesis is rejected, hence, it can be concluded there is a significant difference in the mean scores obtained by the respondents for customer satisfaction factors location and timeliness, basic amenities, product accessibility, service quality, efficiency, technology, security arrangement and overall customer satisfaction with the selected public sector banks in the study area.

DEMOGRAPHIC VARIABLES AND LEVEL OF CUSTOMER SATISFACTION

In order to find out whether there is any significant difference between demographic variables of the respondents and their level of customer satisfaction, a null hypothesis is framed and tested with the help of the chi-square test. The result is shown in table 12.

Null hypothesis

There is no significant difference between demographic variables of the respondents and their level of customer satisfaction with the public sector banks.

TABLE 12
CHI-SQUARE TEST RESULT

Demographic variable	Chi-Square Test – Value	Df	Table value 5% level	Table value 1% level	H ₀ Accepted / Rejected	Result
Sex and level of customer satisfaction	2.04	2	5.991	9.210	Accepted	Not significant
Age and level of customer satisfaction	4.50	4	9.488	13.277	Accepted	Not significant
Marital status and level of customer satisfaction	16.0	4	9.488	13.277	Rejected	**Significant
No. of Dependent and level of customer satisfaction	1.55	4	9.488	13.277	Accepted	Not significant
Educational qualifications and level of customer satisfaction	19.8	6	12.592	16.812	Rejected	**Significant
Occupation and level of customer satisfaction	3.39	4	9.488	13.277	Accepted	Not significant
Income and level of customer satisfaction	2.97	4	9.488	13.277	Accepted	Not significant
Residential area and level of customer satisfaction	17.7	4	9.488	13.277	Rejected	**Significant

*Significant at 5% level ** Significant both at 5% level and the 1% level.

Table 12 reveals that there is a significant difference between marital status and level of customer satisfaction, educational qualifications and level of customer satisfaction and residential area and level of customer satisfaction. The table further reveals that there is no significance difference between sex and level of customer satisfaction, age and level of customer satisfaction, number of dependent and level of customer satisfaction, occupation and level of customer satisfaction and income and level of customer satisfaction with services of the public sector banks in the study area.

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON JOB SATISFACTION

Human Resource Management practices and job satisfaction are studied widely in different parts of the world. It is assumed that Human Resource Management practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners believe that sound HR practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). Steijn (2004) found that Human Resource Management practices had positive effect on job satisfaction of the employees Gould-William (2003) showed that use of specific Human

Resource practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance. In this study, job satisfaction of employees and customer satisfaction are considered as important determinants of human resource management practices and their effects is discussed in the succeeding pages. The impact of human resource management practices on job satisfaction is analyzed through correlation and regression analysis.

Null hypothesis

There is no impact of human resource management practices on job satisfaction of the employees.

TABLE 13
MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.314a	0.098	0.089	0.70809		
a. Predictors: (Constant), Satisfaction with Human resource Management Practices						
Coefficients a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.784	0.304		9.3634	0.000
	Satisfaction with Job Satisfaction	0.384	0.095	0.423	3.251	0.003
a. Dependent Variable: Human Resource Management increase Job satisfaction of the employees						

The table 13 shows the significance level (sig), $p=0.003$ which is less than 0.05 showing that the relation between the variables is significant that shows there is an impact of Human Resource Management Practices on Job Satisfaction of the employees. The R Square is 0.098 which shows there is 9 per cent variance between the two variables indicating that the model fit is very weak. Beta shows that: Job satisfaction = $1.784 + 0.384$ Satisfaction with Human Resource Management Practices. This equation shows that when job satisfaction was zero the satisfaction with Human Resource Management Practices increases by 1.784. It also tells that 1 unit increase in job satisfaction ultimately the Satisfaction with Human Resource Management Practices will increase by 0.384.

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON CUSTOMER SATISFACTION

The impact of human resource management practices on customer satisfaction is analyzed through correlation and regression analysis.

Null hypothesis

There is no impact of human resource management practices on customer satisfaction with services of the public sector banks.

TABLE 14
MODEL SUMMARY

Model		R		R Square	Adjusted R Square	Std. Error of the Estimate
1		.386a		.087	.077	.85933
a. Predictors: (Constant), Satisfaction with Human resource Management Practices						
Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.672	.299		8.995	0.000
	Customer Satisfaction	.471	.238	.386	3.945	0.007
a. Dependent Variable: Human Resource Management increase customer satisfaction						

Table 14 reveals that the significance level is $p=0.007$ which is less than 0.05 showing that null hypothesis is rejected and alternative hypothesis is accepted, that shows there is an impact of human resource management practices on customer satisfaction. The R^2 is 0.087 which shows there is 8 per cent variance between the two variables indicating that the model is very weak. Beta shows that: customer satisfaction = $2.672 + 0.471$ Satisfaction with Human Resource Management Practices. This equation shows that 0.471 per cent increase in customer satisfaction will also increase employee satisfaction with Human Resource Management Practices by 2.672. It also tells that when customer satisfaction was zero the employee satisfaction with Human Resource Management Practices increases by 2.672.

IMPACT OF JOB SATISFACTION ON CUSTOMER SATISFACTION

The impact of human resource management practices on customer satisfaction is analyzed through correlation and regression analysis.

Null hypothesis

There is no impact of human resource management practices on customer satisfaction with services of the public sector banks.

TABLE 15
MODEL SUMMARY

Model		R		R Square	Adjusted R Square	Std. Error of the Estimate
1		0.308a		0.054	0.045	0.92094
a. Predictors: (Constant), Job satisfaction of the employees						
Coefficients a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.583	0.372		6.758	0.000

Customer Satisfaction	0.382	0.239	0.208	3.098	0.049
a. Dependent Variable: Job satisfaction of the employees increase customer satisfaction					

Table 15 reveals that the significance level (sig), $p=0.049$ which is less than 0.05 showing that the relation between job satisfaction and customer satisfaction is significant that shows there is an impact of job satisfaction of the employees on customer satisfaction. The R Square is 0.054 which shows there is 5 per cent variance between the two variables indicating that the model fit is very weak. Beta shows that: Customer satisfaction = $2.583 + 0.382$ job satisfaction. This equation shows that when job satisfaction is zero customer satisfaction will increase by 2.583. It also tells that 1 unit increase in job satisfaction will increase customer satisfaction by 0.382.

CONCLUSION

To conclude, out 330 total respondents, 234 respondents, 56 respondents and 40 respondents revealed low, moderate and high level of satisfaction with overall human resource management practices. Among the respondents who reported low satisfaction the majority of the respondents were clerical staff followed by nearly 24 per cent and 21 per cent of the respondents were sub staff and officers respectively. In case of the respondent who revealed moderate and high level of satisfaction as much as 43 per cent and 48 per cent of the respondents were clerical staff and officers. Therefore, it can be concluded from the table that the most of employees perceive low satisfaction with the human resource management policy of the public sector banks in the study area.

The study reveals that out of 330 respondents, the majority of the respondents experienced low job satisfaction followed by nearly 26 per cent and 14 per cent of the respondents has perceived moderate and high job satisfaction. Out of 85 officers, 52 per cent of the respondents have moderate satisfaction, 29 per cent have low satisfaction and 18 per cent have experienced high job satisfaction. Among the clerical staff about 68 per cent perceived low job satisfaction, nearly 19 per cent and 13 per cent have moderate high level of job satisfaction. In case of sub staff nearly 76 per cent of the respondents perceived low satisfaction followed by 14 per cent and 10 per cent of the respondents perceived moderate and high level of job satisfaction. Therefore, it can be inferred from the study that the officers perceive moderate job satisfaction whereas clerical and sub staff perceive low job satisfaction in the selected public sector banks. Table also shows that out of 300 sample respondents 72 per cent, 16 per cent and 12 per cent of the respondents experienced low, moderate and high level of satisfaction with banking services. Therefore, it can be inferred from the study that customers perceive low satisfaction with banking services of the selected public sector banks in the study area. Table further reveals that the relation between the human resource management practices and job satisfaction is significant that shows there is an impact of Human Resource Management Practices on Job Satisfaction of the employees. There is an impact of human resource management practices on customer satisfaction and the relation between job satisfaction and customer satisfaction is significant that shows there is an impact of job satisfaction of the employees on customer satisfaction.

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