HRM Practices and its Impact on Employee Satisfaction in Commercial banks of Pakistan

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Abstract:
This paper means to research the effect of HRM rehearses on representative fulfillment in the Commercial Banks of Pakistan. An organized poll was created and circulated among 150 representatives of four Commercial Banks, though 125 workers addressed properly. Measurable instruments like z test mean and extent examination was utilized to survey the effect of HRM rehearses on representative fulfillment. The examination uncovers that representatives in Commercial Banks are happy with the enlistment and choice, and preparing and improvement approach and practices of Commercial Banks. Then again, representatives are disappointed with the human asset arranging, working condition, pay arrangement, execution examination, and modern relations. The examination proposes that the Commercial Banks ought to create legitimate human asset arrangement and given accentuation on appropriate human asset practices to upgrade the fulfillment of their workers and construct them viable HR

Keywords: HRM practices, Employee satisfaction, z-test, Commercial Banks, Pakistan

Introduction:
Emotional advances of Information and Communication Technology (ICT), changing blend and individual estimations of the workforce, the rise of the learning economy and expanding worldwide challenge have made colossal difficulties on associations. To adapt to the difficulties effectively, the human asset has been considered as a standout amongst the most vital factors in the present hyper-focused commercial center.

With regards to a creating economy like Pakistan, where the requirement for arrangement of capital is squeezing, where advancements in the field of mechanical and bank the executives are dynamic, and where monetary emergencies going with aches of financial development visits, the difficulties presented by HRM are incredible significance; and, as a spin-off, investigating the potential outcomes of the utilization of HRM turns into an extremely applicable field of enquiry and research. Business Banks industry is a rising monetary division in Pakistan. It delivers and structures Commercial Banks items are drugs, imbue ment items, and medicinal supplies.

This pattern of trading volume and benefit age is up warding. Fulfilled and effective HR is the key factor for any association to confront the difficulties of the present business. In addition, the development, improvement, and extension of the association are very reliant on their execution. Likewise, representatives' execution is connected with the fulfillment of workers. To make a fulfilled, beneficial and effective workforce, for any association, appropriate HRM approaches and practices are basic. It is likewise valid for Commercial Bank in Pakistan. Legitimate HRM practices can guarantee fulfilled and proficient workforce to proceed with the pace of development of this industry. The investigation is an endeavor to discover the effect HRM rehearses on the workers’ activity fulfillment of Commercial Banks in Pakistan.

In this way, the primary motivation behind the investigation is to observationally look at the relationship of HRM, to rehearse for example remuneration, examination framework and representative strengthening with worker fulfillment and representative’s faithfulness.

It is significant to make reference to that in spite of the fact that there have been past investigations on the impact of human asset rehearses when all is said in done and preparing and vocation advancement rehearses in explicit in representatives’ maintenance, a couple of these examinations have been done in an Arabic setting. Also, there is a discernible absence of exact investigations on the Pakistan associations in term of the variables.

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and practices that may lessen representatives' turnover and in the meantime upgrading the consistency standard among Pakistan workers.

The productive HRM rehearses are an unavoidable factor in deciding the development and prospects of any association. Human asset is the most valuable resource and fragile factor of generation. In this worldwide aggressive world, it is important to hold talented laborers in the association by effective HRM rehearses. Its exercises with the help of human asset which incorporates top dimension administrators, officials, managers, and different workers. The general execution of any association relies on the degree to which human asset is successfully used.

Objectives of the Study:

The destinations of the examination are to quantify workers' fulfillment on the HRM practices of private financial division in Pakistan. Keeping that in mind, the particular targets are, to give a review and investigation of HRM rehearses, to center the elements of HRM rehearses.

1. What is the impact of human resource management practices on the performance of employees?
2. How can training and working environment affect the performance of employees?
3. Why the employees feel comfortable with the performance appraisal and industrial relation?
4. Are the employees satisfied with the human resource planning and compensation course of action?

Literature Review:

The most elevated positive estimation of connection amongst HRP and JS clears up that the experts of chose mechanical undertakings are required to concentrate on HRP for landing fantastic representatives' position fulfillment pursued by TND; PA; and COM. HRP and TND have a huge effect on JS (Mir Mohammed, 2010).

Representatives who are liable to formative and enabling HR rehearses are bound to encounter a general sentiment of self-governance and relatedness fulfillment which is related with higher work commitment, higher full of feeling authoritative responsibility and a lower aim to leave the association. HR rehearses are complimentary in their association with essential need fulfillment and in this way HRM results and that they ought to be executed together so as to augment fundamental need fulfillment (Elise Marescaux, 2013).

Workers may respond with good frames of mind if their essential mental requirements for self-governance and relatedness are fulfilled. The person inside an HRM practice by, for instance, considering singular abilities, interests or desires when offering to prepare openings is similarly or more essential than the minor nearness (Sophie De Winne, 2013).

There is a solid positive straight connection among remunerations and workers' execution and occupation fulfillment of the pharmaceutical business in Pakistan. Then again, there is a straight connection among remunerations and workers' execution and occupation fulfillment of the protection business in Pakistan. Execution of pharmaceutical industry 24.5% relies upon remunerations and fulfillment depends 44.6% on remunerations, yet Insurance industry's execution 18.9% relies upon remunerations and fulfillment 14.2% relies upon remunerations (Serena Aktar, 2013).

Activity fulfillment is an exceptionally critical factor in the improvement of any association. The administration must be careful towards the working conditions and condition and the other critical approaches and practices identified with representatives. The key perspectives that add to representative fulfillment are pay, working conditions, and condition, development openings, reasonableness treatment (Bikrant Kesari, 2017).

A positive relationship was found between HRM works on (preparing and improvement, execution evaluation and pay) and authoritative responsibility while inspecting the relapse. The general outcomes demonstrate that
Representatives who are happy with HRM rehearses are focused on the association. Another imperative factor is Performance Appraisal that positively affects the authoritative duty of representatives (Saira Hassan, 2016).

Representative maintenance and occupation fulfillment of workers can be upgraded if representatives have solid hierarchical responsibility. On the off chance that representatives are submitted with their association, they are hesitant to exit from their present place of employment. The connection between ward factors works fulfillment and its effect on other ward variable representative maintenance. There solid positive relationship likewise shows that more the representative is happy with his activity more he is ready to unblemished with the association. It implies that fulfilled worker is progressively faithful to its association and accordingly representative is probably not going to switch employment and buckle down for the association (Atif Anis, 2011).

Calculative practices weakerly affected the work extraction capacity and firm execution. On account of Denmark, where calculative practices existed, these were contrarily connected with execution, and adversely with truancy and turnover. Denmark has an institutional system giving particularly solid help to synergistic practices and has been classified as an unambiguously ‘organized market economy’ (Marian Rizov, 2009).

On the off chance that pharmaceuticals organizations make a reasonable focused condition, similar to reasonable treatment, reasonable remuneration, reasonable work hours, these will improve worker work frames of mind; reasonableness can likewise rouse representatives to be persevering. Reasonableness can expand worker work fulfillment; fulfilled representatives offer great administrations for the association. This can increment hierarchical execution, so reasonableness is a key factor influencing work fulfillment in pharmaceuticals organizations. In pharmaceuticals organizations, professional stability as a part of occupation fulfillment was more vital to male workers than to female representatives. Workers from medium-and substantial staff-sized associations, contrasted and those from little staff-sized associations, were bound to refer to employer stability as an essential supporter of their activity fulfillment (Mosammod, 2011).

Authoritative help was found to assume a vital job in influencing workers' choice to remain over the long haul. This fleeting methodology is helpful as it exhibits that there is a time period after which workers become intensely mindful of the help offered by their association. After this period, administrative practices that offer help must be made unmistakably obvious to high-potential workers and must furnish them with the vital way to play out their errands and fulfill their own needs (Abraham, 2016).

The job of Supervisors and Managers in BPO associations in directing those delicate HRM rehearses. The job of HRM rehearses in affecting employment fulfillment and authoritative execution in BPO associations. The job of administrators and Managers assume a noteworthy job in actualizing HRM rehearses inside the association (Begum, 2016).

So as to upgrade the worker execution in the independent restorative foundations, the legislature should concentrate on all aspects of employment fulfillment and not just on any of these variables. Just a couple of aspects of occupation fulfillment like pay, advancement work wellbeing and security, working conditions, work self-sufficiency, association with colleagues, association with director and nature of work. There might be both express and certain elements that may influence (Alamdar, 2012).

The preparation provided for representatives to a more prominent degree it will contribute to various 'execution and 'improvement regions' of workers working in the pharmaceutical industry preparing can't be disposed of from the business; and the organizations need to set up and actualize a progressed guide for preparing as it upgrading worker execution, as it assembled a talented and roused workers that coordinated to an unrivaled exhibition (Hafeez, 2015).
Dealing with the human resources in any association, be it medical clinics or something else, is an unmistakably more troublesome recommendation than dealing with the other physical and money related perspectives. All associations, regardless of whether enormous or little, assembling or administration situated, benefit or non-benefit making, are essentially human associations. Medical clinics or social insurance foundations are not quite the same as this and are especially subject to their human asset. Overseeing qualified human asset is a key to progress and social insurance, as a work concentrated segment, is missing with issues. Human asset assumes a huge job in the viable execution of a medical clinic (Mishra, 2017).

As a matter of first importance preparing an improvement has a powerless relationship with representative occupation fulfillment which obviously demonstrates that preparation and advancement is definitely not a solid driver of employment fulfillment in open segment associations of Pakistan. In this way, a genuine measure of thought ought to be given to this perspective. Before designating any kind of preparing exercises to workers preparing need examination ought to be led with the goal that administrators ought to precisely realize what sort of preparing ought to be given to representative. On the off chance that representative will feel preparing to intrigue and is as indicated by the need of a worker than workers will effectively take an interest in training and that preparation will be considerably more gainful and wellspring of fulfillment for workers (Javed, 2012).

HR innovation has had the capacity to change conventional HR by the presentation of E-hr, influencing it feasible for work to be made basic, where moment input can be gotten in this way sparing time. It further demonstrated that regulatory work can be advantageously accomplished through the utilization of innovation. Key authoritative issues like enlistment and choice, correspondence is presently effectively feasible through the organization of innovation in this way diminishing regulatory weight (Yakusak, 2015).

The cross sectional representative strengthening is observed to be an unequivocally positive investigation and since worker fulfillment changes after some time associated with representative unwaveringness which is a sign especially steps taken by the executives to improve that how vital worker sees strengthening to fulfillment and dedication of workers subsequently, in stay faithful to the association. Worker remuneration catch subtleties clarified bigger part of fluctuation in representative fulfillment pursued by evaluation framework and worker strengthening (Hassan, 2013).

The Employees' inclusion has the most effect on the adequacy of the HRM rehearses thus, HR directors should empower all partners of the association to be engaged with executing and utilizing the E-HRM applications. As per partner hypothesis, directors need to suit the interests of partners, with the goal that the association may enable every partner to accomplish its objectives while seeking after its own objectives (Kamel Omran, 2018).

Methodology:

The examination was coordinated dependent on both basic and discretionary data sources from four well known Commercial Banks to be explicit Allied Bank Limited, Askari Bank, Bank Alfalah and Bank AL Habib. Fundamental data relied upon an eye to eye meet and assembled comprehensive sorted out overview which was directed before long to the 150 Commercial Banks laborers, 37 and 38 from every association. Out of 150 specialists, 125 respondents (83%) were tended to suitably. The study contains a request from the seven pieces of HRM practices i.e., human resource masterminding, working condition, planning and headway, compensation methodology, enlistment and decision, execution examination and mechanical relations. The arrangement of study relied upon five points Likert scale, where 1= baffled, 2= insufficiently satisfied, 3= satisfied, 4= fairly satisfied and 5= exceedingly satisfied. The discretionary wellsprings of data were books, conveyed explore articles, and locales. In this examination truthful gadget like z-test, mean and degree examination were used to separate the agent's satisfaction. In light of different segments that impact the HRM practices, the going with hypotheses were delivered for the examination:

H1: Employees are contented with Human Resource Planning
H2: Employees are contented with Working Environment

H3: Employees are contented with Training and Development

H4: Employees are contented with Compensation course of action

H5: Employees are contented with Recruitment and Selection

H6: Employees are contented with Performance Appraisal

H7: Employees are contented with Industrial relations

Discoveries:

Analysis of Study Factors:

Table 1 demonstrates the rate examination of representatives' fulfillment under HRM. In HRP 39.63%, representatives are fulfilled and 36.18% of workers are inadequately fulfilled. In WE 40.97% of workers have ineffectively fulfilled climate 31.01% of representatives are fulfilled. In TD 17.17%, workers are exceedingly fulfilled, 19.13% of representatives are decently fulfilled and 20.63% fulfilled; while 36.06% of representatives are ineffectively fulfilled. In CP 32.05%, representatives are fulfilled, 20.08% of workers are inadequately fulfilled, and 35.99% of workers are disappointed. In RS 29.08% and 27.05%, representatives are ineffectively fulfilled and tolerably fulfilled individually. In PA and IR 29.99% and 39.54%, representatives are ineffectively fulfilled. From the investigation, it is obvious that representatives are not happy with the human asset rehearses in Commercial Banks in Pakistan.

Table 1: Percentage of employees in different level of satisfaction under HRM Factors:

<table>
<thead>
<tr>
<th></th>
<th>HRP1</th>
<th>WE2</th>
<th>TD3</th>
<th>CP4</th>
<th>RS5</th>
<th>PA6</th>
<th>IR7</th>
</tr>
</thead>
<tbody>
<tr>
<td>1= Dissatisfied</td>
<td>6.99%</td>
<td>14.05%</td>
<td>7.11%</td>
<td>35.99%</td>
<td>9.03%</td>
<td>28.12%</td>
<td>21.92%</td>
</tr>
<tr>
<td>2= Poorly satisfied</td>
<td>36.18%</td>
<td>40.97%</td>
<td>36.06%</td>
<td>20.28%</td>
<td>29.08%</td>
<td>29.99%</td>
<td>39.54%</td>
</tr>
<tr>
<td>3= Satisfied</td>
<td>39.63%</td>
<td>31.01%</td>
<td>20.63%</td>
<td>32.05%</td>
<td>22.62%</td>
<td>21.03%</td>
<td>14.22%</td>
</tr>
<tr>
<td>4=Moderately Satisfied</td>
<td>14.04%</td>
<td>7.22%</td>
<td>19.13%</td>
<td>2.12%</td>
<td>27.05%</td>
<td>8.33%</td>
<td>18.31%</td>
</tr>
<tr>
<td>5= Highly satisfied</td>
<td>3.16%</td>
<td>6.75%</td>
<td>17.17%</td>
<td>9.56%</td>
<td>12.22%</td>
<td>12.53%</td>
<td>6.01%</td>
</tr>
<tr>
<td>Total</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

HRP1 = Human Resource Planning; TD3 = Training and Development; RS5 = Recruitment and Selection; IR7 = Industrial relations.

WE2 = Working Environment; CP4 = Compensation Policy; PA6 = Performance Appraisal;

Hypothesis Testing:

H1: Employees are happy with human asset arranging

In this theory, it was accepted that the workers of Commercial Banks w are happy with their human asset arranging. The determined estimation of z in table 2 is 2.79, the table estimation of z= 1.96 at 5% dimension of hugeness in two followed test. The determined estimation of z is higher than the table esteem; accordingly, the
invalid theory is rejected. Henceforth, the workers of Commercial Banks in Pakistan are not happy with their human asset arranging.

H2: Employees are happy with workplace

The accepted theory is that the representatives of Commercial Banks are happy with their workplace. The outcome from table 2 demonstrates that the determined estimation of $z = 4.57$ which is a lot higher than the table esteem $z = 1.96$ at 5% dimension of hugeness in two followed test, in this way the accepted invalid theory is rejected. Thus, the representatives of Commercial Banks in Pakistan are not happy with their workplace.

H3: Employees are happy with preparing and advancement

This speculation accepted that the Commercial Banks representatives are fulfilled on preparing and improvement offices. The outcome from table 2 demonstrates that the determined estimation of $z = 0.09$ is lower than the table estimation of $z = 1.96$ at 5% dimension of essentialness in two followed test. Thusly, the invalid speculation is acknowledged. In this way, it very well may be reasoned that the Commercial Banks workers are happy with preparing and improvement.

H4: Employees are happy with pay arrangement

The expected speculation is that Commercial Banks representatives are happy with the pay arrangement of their w. The test outcome (table 2) demonstrates that $z = 8.79$ which is a lot higher from table esteem $z = 1.96$ at 5% dimension of noteworthiness in two tailed test. So the invalid speculation is rejected. Hence, the representatives are not happy with the payment strategy.

H5: Employees are happy with enrollment and determination

In this speculation, it is expected that the representatives of Commercial Banks w are happy with the enlistment and choice procedure. The outcome from table 2 demonstrates that the determined estimation of $z = 1.14$ is lower than the table estimation of $z = 1.96$ at 5% dimension of criticalness in two followed test. So the expected invalid speculation is acknowledged. Consequently, the Commercial Banks workers are happy with enrollment and determination.

H1: Employees are satisfied with human resource planning

In this hypothesis, it was assumed that the employees of Commercial Banks w are satisfied with their human resource planning. The calculated value of $z$ in table 2 is 2.79, the table value of $z = 1.96$ at 5% level of significance in the two tailed tests. The calculated value of $z$ is higher than the table value; therefore, the null hypothesis is rejected. Hence, the employees of Commercial Banks in Pakistan are not satisfied with their human resource planning.

H2: Employees are satisfied with the working environment

The assumed hypothesis is that the employees of Commercial Banks are satisfied with their working environment. The result from table 2 shows that the calculated value of $z = 4.57$ which is much higher than the table value $z = 1.96$ at 5% level of significance in two tailed tests, thus the assumed null hypothesis is rejected. Hence, the employees of Commercial Banks in Pakistan are not satisfied with their working environment.

H3: Employees are satisfied with training and development

This hypothesis assumed that the Commercial Banks employees are satisfied with training and development facilities. The result from table 2 shows that the calculated value of $z = 0.09$ is lower than the table value of
z=1.96 at 5% level of significance in the two tailed tests. Therefore, the null hypothesis is accepted. Thus, it can be concluded that the Commercial Banks employees are satisfied with training and development.

H4: Employees are satisfied with the compensation policy

The assumed hypothesis is that Commercial Banks employees are satisfied with the compensation policy of their w. The test result (table 2) shows that z= 8.79 which is much higher from table value z= 1.96 at 5% level of significance in two tailed tests. So the null hypothesis is rejected. Therefore, the employees are not satisfied with the compensation policy.

H5: Employees are satisfied with recruitment and selection

In this hypothesis, it is assumed that the employees of Commercial Banks w are satisfied with the recruitment and selection process. The result from table 2 shows that the calculated value of z= 1.14 is lower than the table value of z= 1.96 at 5% level of significance in the two tailed tests. So the assumed null hypothesis is accepted. Hence, the Commercial Banks employees are satisfied with recruitment and selection.

Table 2: Computation of Z-Value

<table>
<thead>
<tr>
<th>Factors of employee</th>
<th>Sample Size</th>
<th>Mean</th>
<th>Standard Deviation</th>
<th>Standard error</th>
<th>z-Value (Calculated)</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Satisfaction</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Human Resource Planning</td>
<td>125</td>
<td>2.83</td>
<td>0.94</td>
<td>0.12</td>
<td>2.79</td>
<td>04</td>
</tr>
<tr>
<td>Working Environment</td>
<td>125</td>
<td>2.72</td>
<td>1.05</td>
<td>0.13</td>
<td>4.57</td>
<td>05</td>
</tr>
<tr>
<td>Training and Development</td>
<td>125</td>
<td>2.99</td>
<td>1.34</td>
<td>0.15</td>
<td>0.09</td>
<td>04</td>
</tr>
<tr>
<td>Compensation policy</td>
<td>125</td>
<td>2.12</td>
<td>1.07</td>
<td>0.12</td>
<td>8.79</td>
<td>08</td>
</tr>
<tr>
<td>Recruitment and Selection</td>
<td>125</td>
<td>3.12</td>
<td>1.19</td>
<td>0.13</td>
<td>1.14</td>
<td>02</td>
</tr>
<tr>
<td>Performance Appraisal</td>
<td>125</td>
<td>2.64</td>
<td>1.38</td>
<td>0.15</td>
<td>3.63</td>
<td>06</td>
</tr>
<tr>
<td>Industrial relations</td>
<td>125</td>
<td>2.45</td>
<td>1.22</td>
<td>0.13</td>
<td>4.94</td>
<td>07</td>
</tr>
</tbody>
</table>

H6: Employees are happy with execution examination

The accepted speculation is Commercial Banks representatives are happy with execution evaluation. The determined outcome demonstrates that z= 3.63 (table 2) which is higher than the table esteem z= 1.96 with 5% dimension of importance in two followed test. So the accepted invalid speculation is rejected. In this manner, the representatives are not happy with the execution examination.

H7: Employees are happy with modern relations

The expected speculation is that the workers of Commercial Banks w are happy with mechanical relations. The outcome from table 2 demonstrates that the determined estimation of z= 4.94 is higher than the table esteem z= 1.96 at 5% dimension of essentialness in two followed test. So the accepted invalid speculation is rejected. Henceforth, the representatives of Commercial Banks w are not happy with mechanical relations.

The consequences of z-test examination and mean position (table 2) speak to the representatives are happy with enlistment and determination (mean position 1), and preparing and advancement (mean position 2). The representatives are inadequately fulfilled individually with human asset arranging (mean position 3), working
condition (Mean Rank 4), execution evaluation (Mean Rank 5), mechanical relations (Mean Rank 6), and remuneration strategy (Mean Rank 7).

Conclusion and Recommendations:

The investigation demonstrates that HRM rehearses are poor in Commercial Banks in Pakistan that drives poor fulfillment of workers. The examination discovered representatives are fulfilled to enlistment and determination procedure, and preparing and improvement of Commercial Banks. Representatives are disappointed about human asset arranging. The Commercial Banks ought to have the correct procedure to gauge the interest and supply of HR, to evaluate the outer supply and to coordinate legitimate interest and supply. Working condition is dependably an essential variable of worker fulfillment. Friendly workplace gives extra fulfillment toward work; then again, irrigate workplace makes an issue to take the necessary steps basically. In any case, the examination demonstrates representatives are not happy with the workplace. It is suggested that Commercial Banks will guarantee a legitimate workplace for their representatives. The greater part of the Commercial Banks workers has a high disappointment on remuneration approach. It is recommended that the Commercial Banks ought to rebuild their remuneration approach to get and hold profitable human capitals. Execution examination assesses representatives' activity execution both in subjective and quantitative perspectives that reason positive intention toward work and upgrade workers' profitability. The examination demonstrates that workers are ineffectively happy with the execution evaluation arrangement of the Commercial Banks. The Commercial Banks need to attempt suitable techniques for execution examination for procedural assessment and supervision of workers. The best possible modern relations infer amicable and quiet connection among work and the executives. It prompts sound modern condition, mechanical majority rule government, social harmony, and so on and it causes fulfillment for the two gatherings. The examination exhibits that a large portion of the representatives is not happy with the modern relations. They should take the need for activities as quickly as time permits for lovely sounding modern relations. The investigation proposes that the Commercial Banks ought to create legitimate human asset arrangement and given accentuation on appropriate human asset practices to upgrade the fulfillment of their workers and building them successful HR.

References:


