

THE EFFECT OF HRM PRACTICES ON JOB SATISFACTION OF THE EMPLOYEES IN SELECTED PRIVATE HOSPITALS IN PUDUKKOTTAI DISTRICT

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Abstract- The HRM is a growing concept. It has tremendous relevance to service sector like hospital. Human input is the single largest input that goes in the hospital industry. The level of efficiency/production of this input gets reflected in the quality of service offered by hospitals to its Patients, as also in its ultimate growth, productivity and profitability. Hence, the hospitals today lay great stress on HRM functions. There are certain implications of the present study for the HR practitioners and the management of these hospitals. First of all, new techniques in employee selection are helping management find the right people to work in today's challenging hospital environment. Secondly, just finding good people is not enough. With technology and Patient demands changing continuously, management must continue to train and develop its people through the new ways to keep a competitive edge. The findings of the study indicate that employee productivity can be enhanced by the use of Innovative HRM Practices. These findings have important lessons for hospitals as well as the other organisations by way of the seriousness of their efforts towards HR system renewal. By empirically testing whether different innovative HRM practices are associated with higher employee productivity, the present study adds to academic knowledge by providing empirical evidence pointing towards the significance of continuous renewal of HRM practices. Moreover, the present study provides an understanding of the nature of innovative HRM practices, whereas a gap exists in the earlier researches where these practices were not analyzed properly, especially in any service organization like hospitals. In the Indian context, evidence for a relationship between good HR practices and employee attitudes and organizational effectiveness was largely anecdotal, coming from industry case presentations. By promoting new HR practices, any organization provides the signal that its human resources are worthy of the firm's investment, attention and time.

Index Terms- HRM Practices, Employees, Job Satisfaction, Hospitals

I. INTRODUCTION

Human Resource Management is a developed and renowned concept. It has its tremendous relevance to service sector like Hospital. Manpower input is the only largest thing that goes in the hospital industry. The level of efficiency/productivity of this input gets reflected in the quality of service offered by the hospitals to its Patients, and also in its ultimate growth, productivity and profitability. Human Resource Management Practices have been

studied extensively among manufacturing, service and other enterprises. However only few studies have addressed the hospital industry. Even these researchers have not explored Human Resource Management Practices and its effect on service quality. A lot of studies have been made that Human Resource Management Practices has its implications on the outcomes such as employee satisfaction, employee commitment, employee retention, employee presence, social climate between workers and management, employee involvement, employee trust, employee loyalty, organizational fairness. Some of the researchers indicate that these outcomes of HRM Practices can lead to firms performance such as Profits, increase market value of the company, market share, Productivity, Service quality, Patient satisfaction, Development of products/services and Future investments. Globally each organization is now confronted with major challenges arising out of globalization, concern for profitability, and rapid technological advancements coupled with the emergence of the new intellectual capital.

Organizational survival and success will invariably depend on how they respond to these challenges. For effective management response, organizations have to evolve internal capabilities for enhancing speed, quality, learning and building employee competencies. The competitive forces that managers face today and will continue to confront in the future demand organizational excellence. The efforts to achieve such excellence through a focus on learning, quality, teamwork, and reengineering are driven by the way organization renders their services and how they treat their people. Here comes the worth of service quality.

Hospital industry viewed from personnel angle has its peculiarities. It is a labour intensive industry and efficiency of employees has got a bearing on the quality of services offered. This being the case, it should have been natural that professionalization of personnel management should have gained better priority but unfortunately personnel happened to be the most neglected aspect of hospitals management. To reinforce the service quality the drivers of the organization, the employees has to be harnessed with the effective HRM policies and practices.

II. REVIEW OF LITERATURE

Employee satisfaction is perhaps the most frequently studied construct in the organizational sciences (*Schneider & Brief, 1992*), with over 5,000 articles and dissertations having been written on the topic to date (*Cranny, Cain Smith, & Stone, 1992*). An approximation of the definition of job satisfaction first requires a

general definition of the concept of satisfaction. Numerous attempts have been made by researchers to define the concept of satisfaction, and they all acknowledge that satisfaction is the final state of a psychological process. In the case of job satisfaction, although there is no universal definition of the concept of job satisfaction, it can be conceived of as a multi-dimensional concept that includes a set of favorable or unfavorable feelings by which employees perceive their job.

According to *Weiss and Cropanzano (1996)*, job satisfaction represents a person's evaluation of one's job and work context. This definition is still being debated. It captures the most popular view that job satisfaction is an evaluation and represents both belief and feelings. It is an appraisal of the perceived job characteristics and emotional experience at work. Satisfied employees have a favourable evaluation of their job, based on their observations and emotional experiences.

Saleh (1981) states that job satisfaction is a feeling which is a function of the perceived relationship between all that one wants from his job/life and all that one perceives as offering or entailing. The emphasis here is on all that one wants, whether it is important for self-definition or not.

Luthans (1989) states that job satisfaction is a pleasurable, or positive emotional state resulting from the appraisal of one's job, or job experience and is the result of the employee's perception of how well the job provides those things which are viewed as important.

The interactive nature of service delivery places service employees in a very critical role in the delivery of quality services and even assert as the employees are the "service", "the organization" and "the marketers". Given the metaphor of services as "performances" or "drama" (*Grove, Fisk, & Dorsch, 1998*) in which an employee acts, emotions and attitudes affect the quality of the service and the employees' critical role cannot be over-emphasized. Studies on service encounters also show that events which delight customers most and which are associated with high perceived quality are related to the extra behavioural efforts of service personnel. This is understandable because the extant literature on service quality indicates that most of the criteria by which customers evaluate the perceived quality of services, such as empathy, reliability, courtesy, assurance and even tangibility (*Parasuraman, Zeithaml, & Berry, 1985*), are all associated with employee favourable behaviors and attitudes. These favourable behaviours which enhance a harmonious and quality internal service climate, as well as customers' perceptions of service quality, have been described variously as service orientation, customer orientation, pro-social behaviors and performance quality (*Hallowell, Schlesinger, & Zornitsky, 1996; Singh, 2000*). The importance of such behaviors to process quality and interactive quality has also been noted.

Jobs that have too little challenge create boredom, but too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, most employees will experience pleasure and satisfaction (*Katzell, Thompson, & Guzzo, 1992*). For many decades now, the view that job satisfaction affects employee

performance has received much attention in the literature. The general consensus from numerous studies was that employee satisfaction is only mildly, but positively, linked to general measures of performance. Some scholars even downplayed the link between employee satisfaction and general measures of performance (*Petty, McGee, & Cavender, 1984*). It was only when other scholars (*Organ, 1988*) focused on qualitative conceptualization and measures of employee performance, that these researchers identified significant linkages between job satisfaction and performance. Consequently, the view that satisfied employees will deliver quality service or improved performance has almost become an axiom in the service literature. In line with the perceived importance of service employees in the delivery of services, many scholars have stressed the need for service managers to pay keen attention to employee satisfaction. Particularly, *Schlesinger and Heskett's (1991)* model termed, "The cycle of success model" suggests that satisfied employees will deliver high service quality. This view is commonly termed "The job satisfaction-service performance/quality thesis". The apparent logic is that employees who are satisfied with their jobs tend to be cooperative, helpful, respectful and considerate to both co-workers and customers. Thus satisfied employees will deliver quality services to both internal and external customers. According to the dual theory of job, the construct can be categorized into two distinct dimensions, variously termed context or hygiene and content or motivator elements.

III. STATEMENT OF THE PROBLEM

Hospital is now a part of the larger 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 hospitals. In contrast to the largely service based competition that hospitals 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 hospitals 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 Patient expectations are met. To survive in an intensely competitive market, hospitals 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 any hospital is the human resource factor. It is against this backdrop that whole lot of HRM initiatives have to be taken by Indian Hospitals. Hospitals have to tone up their employee's knowledge and skills. Attitudes have to be changed to equip them to meet the increasing client expectations. Realizing the importance of Patient oriented corporate culture and continuous up gradation of skill of their manpower in ensuring growth and maintaining its pre-eminent position, the hospitals heralded in redesigning the HRM area. It is a considerable study had yet to be made on the HRM aspects of hospitals as only in the last decade, several HRM systems have been evolved and experimented. This is an area in which hospital industry needs considerable change in the basic premises for human resource management and development. Hence, the present study entitled "A Study on the effect of HRM

Practices on job satisfaction of the select Private Sector Hospitals in Pudukkottai District", has been undertaken. The area covered is Pudukkottai district only and the study is restricted to the private sector hospitals.

IV. NEED FOR THE STUDY

The growing competition and highly stressed profits have not only introduced the new marketing concepts in the Indian hospital sector, but have also brought Patient satisfaction to the centre of focus. It has become very important for the hospitals to retain their existing Patient base as well as to enlarge the same. It is reported that 90% of hospital switching in the Asian Hospital market occurs due to pricing, service quality and convenience. Since pricing in Indian hospitals is regulated, it is the service quality delivered which then becomes important if the hospitals want to retain and attract Patients. Since the service quality depends on the service delivery of the employees in the hospital, the human resource management practices adopted by the hospital organizations gains significance. The hospitals still managed to survive due to the regulated business environment which killed the scope for competition among hospitals. In light of this paucity of research on service quality issues in hospital, it has become very important that hospitals in India determine the service quality factors, which are pertinent to the Patient's selection process, as with increased competition, with the advent of international hospital, the trend towards larger hospital holding companies, and innovations in the marketplace, Patients are now having greater difficulty in selecting one institution from another. In order to provide excellent service quality, identifying the underlying dimensions of the service quality construct is the first step in the definition and hence provision of quality service and hence should be a central concern for hospital managers as well as service management academics and practitioners. Thus, there is a lot of scope for the research to present new ideas concerning Patients' perception towards service quality, which may be useful to the Indian hospital industry.

V. RESEARCH METHODOLOGY

The study of research methods provides us with the knowledge and skills needed to solve the problems and meet the challenges of today's modern pace of development. It also contributes in management decisions. Research is commonly referred as search for knowledge. It can also be defined as a scientific and systematic search for gaining information and knowledge on a specific topic or phenomena. It requires a strong base to research and it leads to a reliable as well as valid interpretations. In this sense, the research methodology acts as a basement of any type of research. A qualitative research study provides information on the participants, that is, the criteria for inclusion in the study, who the participants were and how they were sampled.

The researcher describes the research design that was chosen for the purpose of this study, the instrument that was used for data collection and the procedures that were followed to carry out this study are included. The researcher explains how the necessary data and information to address the research objectives and questions was collected, presented and analyzed. Items of the chapter

include, the research design, pilot study, dimension of the study, hypothesis of the study, population and sample, instrumentation, reliability and validity of the instrumentation, data-gathering procedures, and the methods of statistical analysis with proper reasons and justifications. The secondary and primary data have been used in the present study.

The secondary data was collected form the text books, web sites, journals and other secondary sources. The primary data was collected from the sample of 100 Hospital employees from the selected private sector hospitals in Pudukkottai district and was put in accordingly for reliability test.

VI. FACTOR ANALYSIS FOR EMPLOYEES' OPINION TOWARDS HRM PRACTICES IN THE SELECTED PRIVATE SECTOR HOSPITALS

KMO and Bartlett's Test

The dimensionality of employees' opinion towards HRM practices in the selected private sector hospitals was examined using factor analysis based on thirty five individual statements and the reliability of the subsequent factor structures was then tested for internal consistency of the grouping of the items. The thirty five factors of employees' opinion towards HRM practices statements are related to the following:

1. Recruitment Policies are fair and rational
2. Selection is based on merit
3. Reservation do not affect merit recruitment policy
4. Recruitment system is transparent
5. Recruitment system is highly appreciable
6. Satisfied with the recruitment system
7. Induction level training
8. Training needs are based on performance appraisal
9. Training enhance skills
10. Training programs for changing needs
11. Motivation level is raised
12. Assigned with challenging jobs
13. Encouraged to participate in seminars
14. Paid adequately
15. Pay increments offered
16. Payments in due time
17. Policy of pay match with performance
18. The pay received is competitive
19. Satisfied with the benefits
20. Performance is recognized
21. Rewards and incentives
22. Rewards are based on performance
23. Organization appraises the performance
24. Performance appraisal strengthen job performance
25. Performance appraisal is fair
26. Performance goals are realistic
27. Proper feedback
28. Identify the developmental needs
29. Organization recognizes the career growth
30. Adequate growth opportunities
31. Promotion based on performance
32. Recommendable place to work
33. Employees are given opportunities
34. No threats of losing the job
35. Feel important

Table – 1

KMO and Bartlett's Test of employees' opinion towards HRM practices in the selected private sector hospitals

KMO Measure of Sampling Adequacy	0.827	
Bartlett's Test of Sphericity	Approx. Chi-Square	38945.366
	Degree of freedom	595
	Significant value	.000

Source: Output generated from SPSS 20

High value of KMO (0.827 > .05) of indicates that factor analysis is useful for the present data. The significant value for Bartlett's test of Sphericity is 0.000 and is less than 0.05 which indicates that there exists significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicates that the present data is useful for factor analysis.

Table – 2

Total variance explained for employees' opinion towards HRM practices in the selected private sector hospitals

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	11.252	32.149	32.149
2	6.218	17.767	49.916
3	6.109	17.454	67.370
4	2.902	8.293	75.663
5	2.637	7.535	83.198
6	2.009	5.740	88.939

Extraction Method: Principal Component Analysis.

Source: Output generated from SPSS 20

All the statements of the employees' opinion towards HRM practices in the selected private sector hospitals are loaded on the thirty five factors. The total variance accounted for, by all the six factors with Eigen value greater than 1 is 88.939 percent and the remaining variance is explained by other variables. Among the six factors, the first factor accounts for around 32.149 percent of variance which is the prime criteria considered in employees' opinion towards HRM practices in the selected private sector hospitals.

Table – 3

Rotated Component Matrix of employees' opinion towards HRM practices in the selected private sector hospitals

Rotated Component Matrix	Component					
	1	2	3	4	5	6
Organization appraises the performance	.969	-.020	-.030	-.005	-.021	-.009
Performance goals are realistic	.964	-.032	-.026	-.006	-.037	.014
Recruitment system is highly appreciable	.958	.001	-.022	.017	.005	.003
Paid adequately	.957	-.002	-.046	-.007	-.026	.032
Selection is based on merit	.955	.016	.022	.043	.055	-.038
Organization recognizes the career growth	.952	.008	-.023	-.004	-.001	-.027
Performance is recognized	.950	-.001	-.014	.003	.002	.016
Recommendable place to work	.949	.013	-.017	.010	.011	-.020
Policy of pay match with performance	.948	-.013	-.039	.007	-.006	.013
Training needs are based on performance appraisal	.924	-.005	-.040	-.030	-.060	.058
Proper feedback	.899	.045	.018	.093	.102	-.068
Motivation level is raised	.837	-.076	-.099	-.124	-.114	.011
Feel important	.796	-.071	-.089	-.115	-.124	-.001
Promotion based on performance	-.002	.912	.259	.050	.237	-.011
Recruitment Policies are fair and rational	-.011	.907	.257	.061	.234	-.004

Payments in due time	-.001	.903	.267	.049	.225	-.017
Satisfied with the benefits	.012	.892	.254	.061	.218	-.014
Identify the developmental needs	-.019	.891	.262	.085	.248	-.016
No threats of losing the job	-.056	.820	.196	.138	.095	.280
Training programs for changing needs	.000	.763	.141	.054	-.037	.421
Pay increments offered	-.057	.253	.917	.168	.083	.128
Adequate growth opportunities	-.063	.260	.912	.186	.113	.117
The pay received is competitive	-.054	.268	.905	.205	.117	.119
Recruitment system is transparent	-.059	.271	.904	.198	.136	.125
Encouraged to participate in seminars	-.060	.270	.900	.216	.122	.116
Rewards are based on performance	-.046	.256	.889	.191	.124	.115
Assigned with challenging jobs	-.008	.101	.341	.902	.104	.136
Rewards and incentives	-.019	.118	.353	.892	.121	.148
Reservation do not affect merit recruitment policy	-.030	.128	.352	.889	.147	.126
Performance appraisal strengthen job performance	-.051	.380	.083	.038	.818	.040
Satisfied with the recruitment system	-.070	.384	.083	.048	.812	.015
Performance appraisal is fair	-.022	.239	.354	.249	.633	.242
Induction level training	.001	.219	.337	.232	.621	.243
Training enhance skills	.029	.120	.256	.158	.108	.909
Employees are given opportunities	-.016	.154	.306	.225	.228	.808

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 7 iterations.

Source: Output generated from SPSS 20

The statements are converted into 6 factors using factor analysis.

The following thirteen aspects related to employees' opinion towards HRM practices in the selected private sector hospitals are converted into a single factor.

1. Organization appraises the performance
2. Performance goals are realistic
3. Recruitment system is highly appreciable
4. Paid adequately
5. Selection is based on merit
6. Organization recognizes the career growth
7. Performance is recognized
8. Recommendable place to work
9. Policy of pay match with performance
10. Training needs are based on performance appraisal
11. Proper feedback
12. Motivation level is raised
13. Feel important

The following seven aspects related to employees' opinion towards HRM practices in the selected private sector hospitals are converted into a single factor.

1. Promotion based on performance
2. Recruitment Policies are fair and rational
3. Payments in due time
4. Satisfied with the benefits
5. Identify the developmental needs
6. No threats of losing the job
7. Training programs for changing needs

The following six aspects related to employees' opinion towards HRM practices in the selected private sector hospitals are converted into a single factor.

1. Pay increments offered
2. Adequate growth opportunities
3. The pay received is competitive
4. Recruitment system is transparent

5. Encouraged to participate in seminars
6. Rewards are based on performance

The following three aspects related to employees' opinion towards HRM practices in the selected private sector hospitals are converted into a single factor.

1. Assigned with challenging jobs
2. Rewards and incentives
3. Reservation do not affect merit recruitment policy

The following four aspects related to employees' opinion towards HRM practices in the selected private sector hospitals are converted into a single factor.

1. Performance appraisal strengthen job performance
2. Satisfied with the recruitment system
3. Performance appraisal is fair
4. Induction level training

The following two aspects related to employees' opinion towards HRM practices in the selected private sector hospitals are converted into a single factor.

1. Training enhance skills
2. Employees are given opportunities

Apart from that, the dimension "employees' opinion towards HRM practices in the selected private sector hospitals" comprises 35 statements. Out of thirty five statements, six statements contribute more towards employees' opinion towards HRM practices. The statements are (1) Organization appraises the performance (2) Promotion based on performance (3) Pay increments offered (4) Assigned with challenging jobs (5) Performance appraisal strengthen job performance and (6) Training enhance skills. The result determines the fact that almost all the attributes under employees opinion towards HRM practices in the private sector hospitals are important and the most influencing factors are identified as 'Organization appraises the performance, Promotion based on performance, Pay increments offered, Assigned with challenging jobs, Performance appraisal strengthen job performance, Training enhance skills' of the respondents. The employee's opinion towards HRM practices by providing the weightage to the emotional feeling of employee importance, performance and motivation are considered obligatory. This factor is interpreted more indicative to implement HRM practices among all other statements of opinion. Hence among all other attributes under employee's opinion towards HRM practices in the private sector hospitals, the above said statements are statistically significant and thus identified as the most influencing variable.

VII. SUGGESTIONS

The employees of the private sector hospitals, though they have awareness of Service Quality, they did not have the right knowledge and understanding of the service quality. Knowledge of the basic quality measures and the skills to transform such knowledge into action are necessary for the hospitals to prosper. In this account, the researcher recommends training programs under the HR practices to be conducted in the context of service quality for their employees. The assessment of employee

performance should be done by hospitals on regular basis like monthly or quarterly. This frequent appraisal of employee will help hospital as well as employee to know about their weaknesses which have adverse impact on their performance in delivering service quality of the hospitals. The promotion of employees mainly in private sector hospitals should be done by hospital without taking much time so that they can try to enhance their job performance. The promotion practices should be unbiased and regular to make the employees remain motivated.

VIII. CONCLUSION

In order to attain rapid development in the modern and competitive era, it is essential to give adequate importance to human resource. In Indian hospital industry, many human resource practices are existing which are not so effective to improve quality, skills and performance of human resource. In the present competitive world, the hospital sector, especially of the developing economies like India, is facing lot of tough competition, talent crunch, and skill shortage. All these have made the hospitals feel that the internal Patient is also more important equally with external Patients, so every hospital is trying to devise innovative HR practices to attract best talent and give them comfortable environment to work with, that enables the hospitals to retain talents, Patients and deliver better service quality. The key challenges are being faced in the HR management of the hospitals. Those are planning, acquiring the right people, retaining/developing the people, managing people's exit. There is no need to emphasise that it is the people who make an organization achieve competitive advantage in this tough and competitive world. The people here is understood as the human resources or the employees in an organization, when looked after and provided with enough motivation, will certainly pay back in terms of better results, better performance and enhanced productivity. Therefore, the main focus of the present study was on understanding some of the innovative HRM practices that stem from functionally logical strategic initiatives in response to a hypercompetitive, complex but opportunity-rich environment, which has opened up in Indian hospital sector due to the economic reforms. These innovative HRM practices are not a random collection but practices which may be considered as best practices by the HR department of these hospitals and which have yielded excellence in performance under service quality.

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