

**A STUDY ON EMPLOYEE SATISFACTION TOWARDS HUMAN
RESOURCE DEVELOPMENT PRACTICES IN SAMPATH BANK
IN AMPARA AND BATTICALOA DISTRICTS**



KUHASHINIE ARASARATNAM



FCM1133



Project Report
Library - EUSL

**DEPARTMENT OF MANAGEMENT
FACULTY OF COMMERCE AND MANAGEMENT
EASTERN UNIVERSITY, SRILANKA**

2010

ABSTRACT

In today's world the nature of work is changing rapidly due to the development of technology. The rapid development of technology stressed the organizations on realizing the importance of Human Resource Development (HRD) though its concept is of recent origin.

Among the whole set of resources, the most precious resource in an organization is the people of the organization. The reason is that, it is worthless having all the resources except human resource since there is nothing that an organization can do with the absence of employees. Especially in the service sector like banking industry, employees' contribution towards organizational activities is vital in a broader sense.

The employee satisfaction towards the Human Resource Development practice is important, because the competition among the banks in terms of services provided and the quality of services needs employee satisfaction as well as quality skills. This research work is studied about "Employee satisfaction towards Human Resource Development Practices in Sampath bank in Ampara and Batticaloa districts.

In order to analyze the employee satisfaction, five important practices were considered which are recruitment, selection and placement; training and development, career planning and development, job notation and wage and salary administration. Structured questionnaire was used to collect the primary data. Eighty one questionnaires were issued and 70 questionnaires only collected for the research study.

This study found that, there is moderate level of employee satisfaction regarding the HRD practices of Sampath bank. Therefore it was known from the conclusion, the management and employees of the bank want to take necessary actions to improve the satisfaction level of employees. Eventually this report suggests some recommendations for the improvements which will be useful to the practicing Human Resource Managers looking after Human Resource Development in the banking world, as also to the researchers and advance learners in the field of Human Resource Management.

TABLE OF CONTENTS

CONTENTS	PAGE NO.
Acknowledgement	i
Abstract	ii
Abbreviations	iii
Table of contents	iv
List of tables	viii
List of figures	ix
CHAPTER-01 INTRODUCTION	1-5
1.1 Background of the study	1
1.2 Problem statement	2
1.3 Research questions	3
1.4 Research objectives	3
1.5 Scope of the study	4
1.6 Significance of the study	4
1.7 Assumptions	5
1.8 Summary	5
CHAPTER-02 LITERATURE REVIEW	6-21
2.1 Introduction	6
2.2 Definitions and meanings	6
2.3 Objectives of HRD	7
2.4 Goals of Human Resource Development	8
2.5 Human Resource Development process	10
2.6 Importance/benefits of Human Resource Development	15
2.7 Need of Human Resource Development	16
2.8 Summary of past Researches related to Human Resource Development	
Practices	19
2.9 Summary	21

CHAPTER-03 CONCEPTUALIZATION AND OPERATIONALIZATION	22-29
3.1 Introduction	22
3.2 Conceptualization	22
3.2.1 Definitions of variables	24
3.2.2 Definitions of indicators	25
3.3 Operationalization	28
3.4 Summary	29
CHAPTER-04 METHODOLOGY	30-36
4.1 Introduction	30
4.2 Study setting and design	
4.2.1 Study setting	30
4.2.2 Study design	30
4.3 Data collection	
4.3.1 Method of data collection	31
4.3.2 Structure of questionnaire	31
4.4 Data presentation, analysis and evaluation	
4.4.1 Method of data presentation	35
4.4.2 Method of data analysis	35
4.4.3 Method of data evaluation	36
4.5 Summary	36
CHAPTER-05 DATA PRESENTATION AND ANALYSIS	37-54
5.1 Introduction	37
5.2 Personal Information	
5.2.1 District	37
5.2.2 Gender	38
5.2.3 Age	38
5.2.4 Educational Qualification	38
5.2.5 Monthly income	39
5.2.6 Grade	39
5.2.7 Experience	40

5.3 Research Information	
5.3.1 Recruitment, Selection and Placement	40
5.3.2 Training and Development	42
5.3.3 Wage and Salary Administration	43
5.3.4 Career Planning and Development	44
5.3.5 Job Rotation	45
5.3.6 Overall result	46
5.4 Cross tab analysis	
5.4.1 Comparing employee satisfaction toward HRD practices among and different districts	47
5.4.2 Comparing employee satisfaction toward HRD practices between gender distribution of employees	48
5.4.3 Comparing employee satisfaction toward HRD practices with different age levels of employees	49
5.4.4 Comparing employee satisfaction toward HRD practices with different educational levels of employees	50
5.4.5 Comparing employee satisfaction toward HRD practices with income levels of employees	51
5.4.6 Comparing employee satisfaction toward HRD practices between two grades of employees	52
5.4.7 Comparing employee satisfaction toward HRD practices with the experience of employees	53
5.5 Summary	54

CHAPTER-06 DISCUSSION 55-65

6.1 Introduction	55
6.2 Discussion on the personal information	
6.2.1 District	55
6.2.2 Gender	55
6.2.3 Age	56
6.2.4 Educational qualification	56
6.2.5 Monthly income	56
6.2.6 Grade	56
6.2.7 Experience	57

6.3 Discussion on the research variables	
6.3.1 Recruitment, Selection and Placement	57
6.3.2 Training and Development	59
6.3.3 Wage and Salary Administration	61
6.3.4 Career Planning and Development	63
6.3.5 Job Rotation	64
6.4 Summary	65
 CHAPTER-07 CONCLUSIONS AND RECOMMENDATIONS	66-72
7.1 Introduction	66
7.2 Overall conclusion and recommendation for this study	66
7.2.1 Conclusion and recommendations on research variables	67
7.2.1.1 Recruitment, Selection and Placement	67
7.2.1.2 Training and Development	68
7.2.1.3 Wage and Salary Administration	68
7.2.1.4 Career Planning and Development	69
7.2.1.5 Job Rotation	70
7.3 Limitations of the study	70
7.4 Implications of the study	71
7.5 Summary	72
 References	x
Appendices	
Appendix-1 Survey Questionnaire	xi