

Analyze the Perception and Satisfaction of Employees with Respect to HRD Practices

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Abstract: This Study adopts a framework of social exchange theory and tries to better understand the effect of human resource development (HRD) approaches on job satisfaction and intent to leave. Human resource development (HRD) techniques are linked to higher levels of work satisfaction and lower rates of employee turnover if certain conditions are met. Previous studies have shown that HRD practices have an effect on workers' contentment at work and their motivation to quit, but the present study adds to the literature by empirically assessing the moderating role of POP in this relationship. A questionnaire is used to collect primary data from 40 respondents who are employed by government agencies. The results show that HRD practices significantly affect both job contentment and quit intentions, with the impression of organizational politics serving as a moderating factor. Using a quantitative methodology, this research surveyed employees to get their opinions on the HRD roles within their firm.

Keywords human resource development, job satisfaction, employees, HR Practices

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Introduction

An organization's atmosphere is the way its workers feel about their working conditions. Every worker is aware of the company's standing in terms of organizational excellence. By conducting internal surveys, you may find out how happy your employees are with their work conditions and learn more about the company culture. Employees' subjective experiences are shaped by the culture of the company, which establishes a distinct albeit fleeting psychological profile. This is because how workers feel might change based on how certain policies are handled internally. The more favorable the environment, the greater the results. Human resources procedures are crucial to the growth of the company, and the upkeep crews are pleased with their jobs. Most companies nowadays place a premium on cultivating an atmosphere that is amicable toward workers, since this is consistent with the working-class culture that will explain employees' impressions of the business and HR Policies. Employees quit their jobs in droves due to the toxic work environment and strange conduct of their coworkers, and job-hopping between companies and industries becomes commonplace. Analyzing past performance may aid in designing more effective and fulfilling tasks for the future.

Human resource development (HRD) policies and procedures should take workers' wants and requirements into consideration and should support organizational objectives. It has been said that one of the most crucial factors to take into account while evaluating HRD practices is the degree to which workers are satisfied with them. Only when HRD procedures at an enterprise take workers' wants and needs into account can one hope for high employee satisfaction. That's

why taking into account workers' levels of satisfaction with current processes is important when evaluating and enhancing them. Brassica oleracea (or kale) from the South- The Heywet church office has a Human Resource Training and Development section that oversees all HRD policies and procedures. The purpose of this study is to determine how content South West Zone kale workers are with the HRD procedures already in place. Well, hello, church administration.

Literature Review

Van Beurden et.al (2021) The discipline of SHRM faces a problem as more and more research examine workers' opinions on HR policies and procedures. This study presents a thorough overview of the conceptualizations of HRM employed in the current SHRM research, including how employee perceptions of HR practices are evaluated, the theoretical views that explain this construct, and the many kinds of conceptualizations of HRM. The findings indicate a rich landscape of approaches to elucidating staff perspectives on HRM. In addition, several theoretical frameworks have been employed to promote and defend the viewpoint of employees in relation to human resource management, demonstrating the impracticality of adopting a singular viewpoint on how employees see HRM. Ultimately, many other conceptualizations, both descriptive and evaluative, have been used. We conclude with suggestions for further study and potential research directions that might help us learn more about how employees see HRM.

Ary Ferdian et.al (2020) The science of organizational behavior has recently taken an interest in employee engagement. It is critical for businesses to foster a more enthusiastic workforce. This research aimed to understand the underlying causes of why good HRM practices lead to engaged workers. Particular attention is paid to the mediation function of organizational support and employee happiness in these associations. 231 telecommunications workers in Jakarta were surveyed through online questionnaire, and the results were analyzed using a macro method to establish a link between the variables. The findings show that good human resource practice is related to employee engagement through a mediating connection consisting of perceived support and employee satisfaction. The antecedent of the dependent variable is serviced by the partial and sequential mediation effect of both mediators. This research helps managers in the telecommunications sector understand why and how they can improve employee engagement. Our results may be generalizable to other contexts and methods, such as the structural equation model, which will need more investigation in future research.

Bhavna Raina et.al (2019) The purpose of this research was to examine the connection between how hospitality workers see HR policies and how engaged they feel in their jobs. To better comprehend the connection between Human Resource Practices and Employee Commitment to Their Jobs, 418 hotel workers in the Mumbai area were surveyed. It is widely believed that HR policies and practices have a significant impact on workers' motivation. The model was checked using structural equation modeling, and the relationships between the variables were investigated using regression analysis. As was to be expected, a greater degree of employee engagement on the job was connected to all HR practices. Selection and staffing techniques, employee training chances, promotion prospects, employee perks, and communication and coordination all have a major impact on workers' enthusiasm for their jobs.

Managers may utilize the study's findings to get insight into what drives their workers and roll out improvements that will improve the workplace for everyone involved. In contrast to other studies, this one is novel since it uses actual data to demonstrate how workers feel about HR methods.

Thiruvengkraj T.R, (2017) The results of this survey will provide light on how workers feel about these strategies, how satisfied they are with them, and how they may be made better. The researcher use rigorous tools and approaches to examine how they handle human resources. It should be emphasized that the business does not review and prioritize all of its current human resources policies, instead focusing mostly on training and development.

Francisco Cesario (2015) Studies showing the positive effects of HR practices on behavior outcomes and company performance have received more attention than those exploring employees' perceptions of the policies' relevance to their own professional development and advancement. We were especially interested in how people's views changed during a severe economic and employment downturn like the one Portugal experienced from 2010 to 2014. Based on this premise, the purpose of this research is to provide a tool that can correctly capture the value that workers place on Human Resources management techniques advocated by firms. Seven HR practices were tested for presence and found to exist, proving the questionnaire's construct validity: HR integration, training, performance management, career management, internal communication, incentives, and celebration. While there was a favorable correlation between employee views of individual HR management practices and overall HR activity perceptions, employee perceptions revealed a low value of the practices. These findings highlight the need to fill the void in the research with appropriate metrics from the perspective of workers' views of the significance of human resources operations in the Portuguese environment.

Methods

Sampling

A self-explanatory research questionnaire consisting of 30 questions was used to gather data from full-time government workers earning basic pay scale or more. Purposive sampling was employed to obtain data from forty regular workers from two Government agencies, since access was limited due to the ongoing Covid-19 crisis in the nation.

Measures

The items used to operationalize the study's components were mostly derived from earlier research and tweaked for use in the Pakistani setting. In this research, we use multi-item measures to assess four distinct constructs: Human Resource Development Methods, Employee Contentment, Voluntary Turnover, and Views on Office Politics.

Human Resource Development (HRD) Practices: Lee and Bruvold's Perceived Investment in Employee Development (PIED) scale quantifies an organization's commitment to its workers' personal and professional development. Since HRD procedures vary by setting and company, we employ a nine-item scale to evaluate proxies for support of involvement in HRD activities.

Work satisfaction is assessed using a custom-made six-item scale. Organizational personnel levels of contentment with their jobs may be gauged using this instrument.

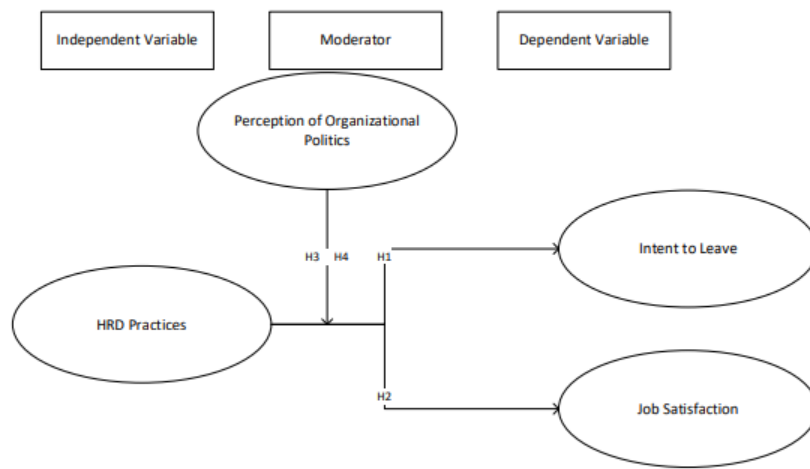


Fig. 1: Hypothesized research framework

Landau and Hammer developed a three-item scale to assess emigration intentions. Employees' intentions to quit the company may be gauged with the use of this scale. POP is measured using a 12-item scale that was.

Reliability analysis of the coefficients

The internal consistency of all framework constructs is shown in Table 1 as the reliability coefficient of Cronbach's alpha values of each measure. According to Table 1, the HRD practices scale has a reliability of 83%, as shown by a Cronbach's alpha value of 0.83. Cronbach's alpha for these variables is 0.76, 0.71, and 0.84, respectively: job satisfaction; intention to quit; and point of proportion (POP).

Table 1: Cronbach's reliability coefficient

Variable	Cronbach's alpha value	No of items	Source
HRD Practices	0.83	3	Lee and Bruvold (2003)
Job Satisfaction	0.76	6	Schriesheim and Tsui (1980)

Intent to			Landau and
	0.71	3	
Leave			Hammer (1986)
			Kacmar and Ferris
POP	0.84	12	
			(1991)

Data Analysis

The research employed SPSS 24, a statistical analysis program, to look at how the independent factors affected the dependent variables and how the moderator affected the relationship between the two. Hypotheses have been evaluated using hierarchical regression analysis.

Means, standard deviations (S.D) and correlations

Table 2 provides relationships and descriptive statistics. POP, HRD practices, work satisfaction, and intention to quit all had mean values of 2.40 (S.D.=0.67), 3.08 (S.D.=0.47), 3.15 (S.D.=0.62), and 2.30 (S.D.=0.79), respectively. The Pearson correlation between the variables is also shown in Table 2. The majority of our hypotheses were strongly validated by the correlation data. The value of 0.569** indicates a positive correlation between HRD practices and work satisfaction, whereas the values of -0.338* and -0.335* indicate a negative correlation between HRD practices and both POP and intention to quit. The value of the POP-job-satisfaction correlation is -0.577**, whereas the POP-intent-to-leave correlation is 0.685**. As work contentment and voluntary turnover both tend to go down, it stands to reason that their correlation value would be negative**.

Regression analysis

Because of the predictive power of regression analysis, we utilize it to examine the effect of HRD practices as the independent variable and POP as the moderator on workers' satisfaction on the job. The results are shown in Table 3. Shows that HRD practices account for 30.6% of the observed variance in employee job satisfaction, and a coefficient value of 0.569 explains that a change of one unit in HRD practices would result in a change of 0.569 units in employee job satisfaction. According to the studies, HRD practices have a direct and beneficial effect on workers' levels of satisfaction in their jobs. Hence, the data provides strong evidence for H2.

Table 2: Means, standard deviations, and correlations

Variables	Mean	S.D	1	2	3	4
1. Perception of organizational politics (POP)	2.40	0.67	1			
2. HRD Practices	3.08	0.47	-0.338*	1		
3. Job Satisfaction	3.15	0.62	-0.577**	0.569**	1	
4. Intent to Leave	2.30	0.79	0.685**	-0.335*	-0.511**	1

Table 3: Regression analysis to predict the impact of HRD practices and POP on job satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Adjusted R Square
		B	Std. Error	Beta			
1	HRD Practices	0.746	0.175	0.569	4.266	0.000	0.306
2	HRD Practices	0.969	0.169	0.739	5.734	0.000	0.453
	INTERACTION 1	-0.138	0.041	-0.431	-3.348	0.002	

As a moderator, POP is shown to have a negative effect on work satisfaction, lending credence to hypothesis 4. As a result, it is evident that POP acts as a mediator between the contentment of people and their jobs.

The findings suggest that POP acts as a mediator between HRD practices and work satisfaction, allowing for forecasting of both the direct and indirect effects of HRD practices on job satisfaction. Table 3 displays the findings.

The findings show that HRD practices account for 11.2% of the variance in workers' intentions to leave, and that a change of one unit in HRD practices is associated with a change of -0.335 units in employees' intentions to leave. Human resource development techniques have been demonstrated to have a detrimental direct effect on workers' intentions to quit the company. Moreover, HRD practices are proven to significantly impact exit intentions through both direct and indirect channels, particularly POP. The results of the investigation provide strong support for H1.

Third hypothesis is backed by data showing that POP has a favorable and statistically significant effect on exit intentions. Hence, this demonstrates that POP acts as a moderator in the relationship between employee turnover and organizational politics. The findings indicate that POP acts as a mediator between HRD practices and intention to leave, and that regression analysis may predict both the direct and indirect effects of HRD practices on desire to quit. The data is shown in Table 4.

Table 4: Direct and indirect influence of HRD practices on intent to leave

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Adjusted R Square
		B	Std. Error	Beta			
1	HRD Practices	-0.558	0.255	-0.335	-2.191	0.035	0.112
	HRD Practices	-0.954	0.227	-0.572	-4.198	0.000	
2	INTERACTIO						0.307
	N 2	0.245	0.055	0.603	4.424	0.000	

Human Resource Development (HRD)

Eighty-seven percent of software industry professionals surveyed said their companies' training and development operations are separate from HR's. HRD-related activities, as defined by several researchers, may or may not be performed by this division. More attention was placed on the HRD-related functions since this study aimed to learn how software workers see HRD responsibilities, functions, and professionals. The participants were given the option of ranking the HRD functions according to their perceived priority or providing feedback on how effective they thought the HRD activities were being performed. The ATD model (2014) summarizes the HRD field into 10 distinct subfields. Questions in this research were designed to test HRD experts on their assumed familiarity with 10 distinct domains. Specialized themes were grouped together or scattered out in the survey's questionnaire design (see Table 5).

Table 5. Using ATD areas of expertise to design the survey questions

ATD competencies	Design of Question	
	Rank in terms of perceived importance	State the perceived effectiveness
Knowledge Management Change Management Integrated Talent Management Coaching Performance Improvement	Learning and Knowledge Management Change Management Talent Management Coaching and Mentoring Performance Improvement	Learning and Knowledge Management Change Management Talent Management Coaching and Mentoring Performance Improvement
Instructional Design Training Learning Evaluating Learning Impact Learning Technologies Managing Learning Programs	Training	Design of Training Delivery of Training Evaluation of Training programs Training Feedback Use of Technology in Training Co-ordination of Training Contribution to Career Growth

Perceived importance of HRD functions and roles

The HRD roles were ranked by participants depending on how highly they valued each one. The relevance of the other five HRD functions was evaluated as follows: Talent management, performance enhancement, coaching/mentoring, managing change, and developing new skillsets via instruction. It was determined that Learning and Knowledge Management (LKM) was the single most (see Figure 2).

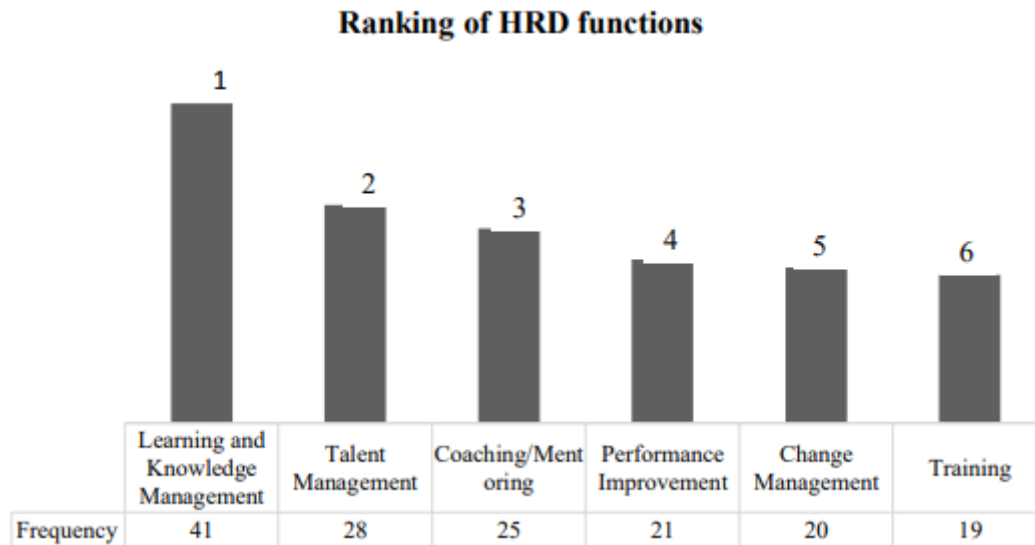


Figure 2. Ranking of HRD functions with respect to each other

Conclusion

This research aimed to examine the effects of HRD policies on work satisfaction and intention to quit via the use of POP in the setting of government agencies in the Punjab province of Pakistan. Human resource development activities are associated with higher levels of employee job satisfaction and lower rates of intention to leave an organization, as shown by this study. However, the results also show that POP has a significant negative impact on these relationships and acts as a barrier to the growth of both employees and businesses. Human resource development methods must be established and continuously refined if a business is to achieve and sustain competitive advantage. So that existing HRD practitioners may either adapt to these definitions or illustrate the real functional definitions, Researchers may accumulate more data on the many HRD activities in companies.

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