



## HUMAN RESOURCE DEVELOPMENT AND EMPLOYEE ENGAGEMENT IN NEPALESE DEVELOPMENT BANKS

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### ABSTRACT

The purpose of this study is to determine how employee engagement in Nepalese development banks is affected by human resource development. The study's independent variables include employee training, personal development, career development, and professional development. The dependent variable in the study is employee engagement. The research design is descriptive research design. The population of the study consisted of 18 development banks, and a simple random sample technique was used to select the employees of 7 development banks at random basis. Data collected using a standardized questionnaire on Likert Scale with 1 signifying a strong agreement and 5 a strong disagreement. Descriptive statistics, correlation, and regression analysis are used to analyze the data. Cronbach's Alpha has been used to test for reliability. Reliability is acceptable with a Chronbach's Alpha rating of 0.71 on an average. The study concludes that employee training facilities and personal development have a favorable and significant relationship with employee engagement, career development has a negligible and insignificant impact on employee engagement. Professional development has a negligible yet significant impact on employee engagement.

**Keywords:** career development - employee training - human resource development - personal development - professional development

### INTRODUCTION

Human resource development has been practiced in a variety of private and public organizations recently, and many academics have made an effort to define and characterize it in order to fully comprehend its

consequences for employee and worker activities and the effects on their behavior. This research was done to determine how employee engagement in Nepalese development banks is affected by human resource development.

Human resource development is an organization's deliberate effort to assist staff people in acquiring behaviors, skills, knowledge, and attitudes pertinent to their professions (Hakuduwal 2019). Human resource development is a continuous process that is crucial for firms to improve company productivity and employee performance (Baniya 2006). Line managers contribute in HR in three different ways: conceptually knowing why they should, practically implementing their participation through a thorough understanding of their responsibilities in HR, and emotionally believing in the significance of their participation in human resources (Maxwell & Watson 2006).

Managers and officials in Nepalese banks often do not believe in the benefits of investing in human resources and developmental activities. They either employ agencies or their own hiring procedures. In particular, the idea that people should be seen as valuable assets is not widely accepted (Adhikari & Muller 2001). Any dynamic, growth-oriented organization must give HRD a high priority in order to ensure the vitality, competence, and productivity of its employees. Work-life balance, organizational growth incentives, career planning, training, and human resources management are all included in the HRD practice. Enhancing staff members' capacities for potential corporate tasks requires human resource development (Sthapit 2014).

The ability to captivate employees' minds, emotions, and souls in order to cultivate an intrinsic desire and passion for greatness is known as employee engagement (Fleming & Asplund 2007). Employee engagement is a term used to express a person's enthusiasm for and interest in their job and workplace. Employee engagement allows you to monitor and manage the critical elements of your workplace culture (Asplund 2007). An engaged employee works more deliberately and cooperatively with coworkers to improve performance at work for the benefit of the organization (Robinson, Perryman, Hayday 2004).

All motivated employees participate in and express themselves physically, mentally, and emotionally while performing their roles in organizational activities (Ahmad 1990). Every engaged employee has

a positive connection with work related activities and endeavors of an organization (Niraula 2022). Employee engagement consists of three elements. The first is vigor, or performing with a lot of energy and persistence. The second is task-related interest, sometimes known as immersion. The third is dedication, which comprises the knowledge, pride, and enthusiasm of personnel for their task (Schaufeli, Salanova, Gonzalez-Roma, Bakker 2002).

Engaged employees are concerned about the company's future. They show organizational citizenship, commitment to the organization, and honesty. They are always willing to go above and beyond in their work to ensure that the organization promotes the progress of the industry (Hakuduwal 2019). Engaged employees are concerned about the company's future. They show organizational citizenship, commitment to the organization, and honesty. They are always willing to go above and beyond in their work to ensure that the organization promotes the advancement of the industry (Deorah 2022).

It is said that employee engagement with work and the workplace affects an organization's performance. The development of an organization's human resources and employee engagement are closely intertwined (Niraula 2022). Banking sector is considered to be an attractive sector for employment in Nepal (NRB 2020). Development banks have played crucial role in Nepal's economic growth. Currently, there are 18 development banks operating across the country which comprises more than 8.01% of the assets of the banking and financial sectors, that are larger than finance companies and micro-finance companies (NRB 2021). The objective of NRB opening development banks is to extend banking services to Nepal's rural areas, promote financial inclusion and encourage economic growth in order to reduce rivalry in urban areas for the same small market (NRB, 2017).

## **REVIEW OF LITERATURE**

Armstrong (2014) found that knowledge and the use of HRD for overall change and development that ultimately results in a highly skilled, dedicated workforce that succeeds in bringing about organizational benefits. Chaudhary & Chaudhary (2022) found that any organization's ability to compete effectively depends in large part on how well it trains, develops, and upgrades its workforce to adapt to changing conditions. In the banking sector, ongoing human resource management strategies have shaped the

workforce's core competencies, which are fundamental to how a company competes in general.

Uraon (2018), Singh & Banerji (2021) found that the HRD mechanism and its application help organizations upgrade and improve the overall capabilities of their employees, including their capacity for teamwork, decision-making, and understanding and exploring the Volatile, Uncertainty, Complex, Competitive, and Ambiguous business environment. Other factors that contribute to this improvement include the rising trend and influences of globalization, technological advances, a variety of products and markets, the tough competition of innovative approaches, etc. have made a difference in the global business landscape for the service sectors in particular.

Shuck, Tywford, Reio, Shuck (2014) found that employee support for HRD practices, not merely the fact that the practices were available, had a major impact on employee engagement and the likelihood that they would leave their jobs. Additionally, they pointed out that even though a business might offer a variety of cutting-edge (most recent and advanced form of development) workplace learning and development activities, staff members must value and feel appropriately supported in order to take part in those programs. When using the paradigm of satisfaction, efficiency, and turnover, they came to the conclusion that the predicted performance increase projected in conjunction with HRD practices may be cancelled out if there were insufficient levels of perceived support. Diaz-Carion, Lopez-Fernandez, Romero-Fernandez (2020) found that theoretical and practical perspective of employees' engagement at the work places. They proposed a method for assessing a company's level of strategic resources, human resource management, and employee engagement either in a particular situation or over time. Further, they concluded that the strategic resources and human resource development indicator can also be used to compare how managers and employees feel about the implementation of a human resource management system that is based on CSR principles.

Albrechi, Bakker, Gruman, Macey, Saks (2014) found that focusing on being integrated into a company's HRM framework, an organization should provide a sustainable competitive advantage if it wants to increase employee engagement. He went on to say that engagement provides a philosophically coherent and well-researched method for attaining, sustaining, and preserving competitive advantage. Throughout all parts of

the employer-employee relationship and during the course of the employee lifecycle. In his opinion, engagement must be prioritized, organizations must support system-wide techniques for recruitment, socialization, performance management, and training and development, and these techniques Ahmed & Phulpoto (2015) found employee training has the ability to improve employees' psychological wellbeing at work through encouraging employee engagement. A thorough tool must be created to assess the impact of important employee training components on job satisfaction and other psychological characteristics of the workplace. According to Kahn (1990) key engagement characteristics include accessibility, safety, and meaningfulness. Employees may give their "true selves" entirely to their work when they feel safe and secure. Employees who find meaning in their work and have a positive impact on the organization and society are said to be engaged. Engagement entails a mental and physical dedication to the position and the organization.

Employee engagement increases when firms give staff development programs top priority. Which equip people with the abilities, information, and resources needed to perform their jobs well. Organizations that recognize and support employee development are more likely to produce a highly engaged workforce because active engagement in developmental activities fosters a sense of ownership and investment in their job (Nadeem 2017). Fletcher (2019) found personal development facilitates engagement through the experience of meaningfulness. Positive effects of perceived opportunities for development were conditional on the level of line manager relations, such that such effects were not significant for those who perceived the relationship with their line manager for employee engagement.

Career development is a constant activity for organizations. For the highest caliber personnel to be attracted to and retained within a company, it entails learning new skills and overcoming problems that develop there (Kibui, Gachunga, Namusonge 2014). Career development helps to give people the abilities they require to perform their jobs. It demonstrates the employers' commitment to their staff (Alnaqbi 2011). It is important to remember that, in addition to individual knowledge and skills, human resource policies also shape employee attitude and conduct. The most important factor in hiring, supporting, and keeping people at the company is career development (Fredrick 2014). Shafer & Cawthon (2010) mentioned professional development is management competencies, resources, and tools that should promote an employee-centric culture; a culture that values

cooperation, respect for individuals, and a personal investment in the growth and development of all employees for employee engagement.

Based on literature reviews mentioned, the study has adopted the following conceptual framework.

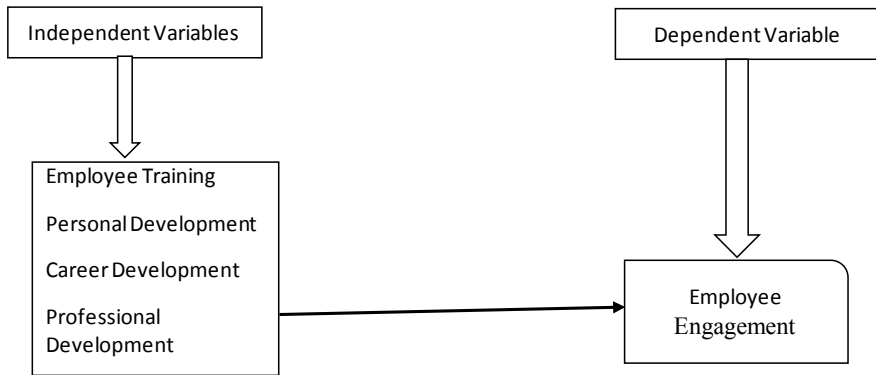


Figure 1 *Conceptual Framework*

## METHODOLOGY

This study uses a descriptive research design to examine how HRD factors affect employees' engagement in Nepalese development banks. To achieve the goals of the research, a structured survey questionnaire (based on a five-point Likert scale) has been applied where 1 stands for Strongly Agree, 2 for Agree, 3 for Neutral, 4 for Disagree, and 5 for Strongly disagree. The sample for this study was chosen using the simple random sampling technique. To achieve the goals of the study, 384 (Cochran, 1977) employees from various levels were chosen as respondents from national level development banks with the offices located in the Kathmandu valley (Muktinath Development Bank, Mahalaxmi Development Bank, Garima Development Bank, Lumbini Development Bank, Miteri Development Bank, Green Development Bank and Jyoti Development Bank). SPSS was used to process the data that were obtained. For data analysis, both descriptive and inferential statistics were used.

Only 384 of the 400 respondents whose questionnaires were collected and used in this study. There are five statements for each of the variables, including Employee Training, Career Development, Personal Development and Professional Development, and Employee Engagement. The effects of human resource development on employee engagement has

been demonstrated using descriptive, correlational, and multiple regression analysis. The effect of independent variables on the dependent variable has been evaluated using the f-test. For data analysis, IBM SPSS version 26 has been employed.

For a reliability test, Cronbach's Alpha values linked to employee training, personal development, career development, and professional development have been evaluated. The overall average Chronbach's Alpha for all the variables was .71. For a reliability test, the value of Chronbach's Alpha of all variables is more than .65 which is enough to accept the items in the questionnaire (Eonseong 2016)

**The Model**

This research has accepted the effects of human resource development on employee engagement of Nepalese development banks. Therefore, this study is based on the following regression model.

$$\text{Employee Engagement} = f(\text{ET, PD, CD and PD}_1)$$

Specifically,

$$EE = \beta_0 + \beta_1ET + \beta_2PD + \beta_3CD + \beta_4PD_1 + e_t \dots \dots \dots I$$

Where, EE= Employee Engagement, ET= Employee Training, PD = Personal Development, CD = Career Development, PD<sub>1</sub> = Personal Development, e = Error term, β<sub>0</sub> = Intercept of dependent variable, β<sub>1</sub>, β<sub>2</sub>, β<sub>3</sub>, β<sub>4</sub> are beta coefficient of the independent variables to be estimated.

**RESULTS AND FINDINGS**

**Demographic Profile of the Respondents**

Gender, age, position and experience in the organization are among the demographic characteristics of the respondents in this study. Table 1 depicts the demographic information of respondents.

Table 1 shows that there are 300 males (78.12%) and 84 females (21.88%) among the 384 respondents. The age group (26-30) had the most number of respondents while the age group over 40 had the fewest number of respondents. Position in organizations are divided in two groups: managerial levels and operational level. Except for managerial levels, all positions are classified as operational levels. Table 1 shows that of the 316 respondents wherein 40 (10.41%) were in managerial levels and rest 344 (89.59%) were operational level employees. The experience of respondents,

(6-10) had the most number of respondents (28.65%) while the experience more than 20 years had the fewest number of respondents (10.16%).

**Table 1:** Demographic profile of respondents

Variables	Number	Percent
Gender		
Male	300	78.12
Female	84	21.88
Age Group		
20-25	90	23.44
26-30	125	32.55
31-40	106	27.60
Above 40	63	16.41
Positions in Organization		
Managerial Levels	40	10.41
Operational Levels	344	89.59
Experience of Respondents		
Less than 5 years	105	27.34
6-10 years	110	28.65
11-15 years	80	20.83
15-20 years	50	13.02
20 years and above	39	10.16

Source: Field survey, 2022

## Descriptive analysis

### *Employee training (ET)*

Employee training is a carefully organized series of activities for educating staff members in a way that increases the work skills needed for organizational development. These could be managerial, technical, or professional talents (Mallick 2020).

Table 2 reveals that "Employee training is an educational activity for organizational growth and development" received the highest percentage of affirmative responses from respondents with mean 4.48 and standard deviation .58, followed by "Training is specifically beneficial for those who are involved in technical areas of work in the organizations," which had a mean of 4.41 and a standard deviation of .66. The least percentage of respondents agreed that "Training helps to modify employees' attitudes, knowledge, and skills," indicating that employees prefer training in the workplace, particularly in technical fields.



**Table 2:** Respondents' view on employee training

<b>Items</b>	<b>Mean</b>	<b>Sd</b>	<b>No.</b>
Employee training is an educational activity for organizational growth and development.	4.48	.58	384
Training is specifically beneficial for those who are involved in technical areas of work in the organizations.	4.41	.66	384
Training reduces fatigue, altruism and tiredness in the work-place.	3.46	1.23	384
Training helps to modify employees' attitude, knowledge and skills.	2.48	1.20	384
Training prevents and addresses skill gaps.	3.83	1.07	384

Source: Field Survey, 2022

**Personal development (PD)**

Personal development can happen at any moment throughout a person's lifespan and is not limited to any particular stage of life. It can include formal and informal actions for assisting others in growing in roles like manager, coach, mentor, advisor, and teacher; it is not just restricted to self-help (Aubrey, 2010). Through a professional service like providing training, assessment, or coaching, or through a manager's personal skill and capacity to enhance the potential of staff members, personal development is attainable (Phenix, 1982).

**Table 3:** Respondents' view on personal development

<b>Items</b>	<b>Mean</b>	<b>Sd</b>	<b>No.</b>
Personal development is concerned with upgrading one's position, power and status.	4.23	.74	384
Personal development can be achieved through mutual help among the employees.	4.12	.94	384
Personal development is based on to exploit the potential of employees for the better of organization.	3.55	1.2	384
Personal development facilitates employee engagement through experience of employees.	3.52	1.22	384
Personal development is the outcome of organizational as well as employee's culture to work in a cooperative manner.	3.97	1.18	384

Source: Field Survey, 2022

Table 3 shows that "Personal development is concerned with upgrading one's position, power, and status," which received the highest percentage of affirmative responses with a mean of 4.23 and standard

deviation .74 from the respondents, was followed by "Personal development can be achieved through mutual help among the employees," which had a mean of 4.12 and a standard deviation of .94. The lowest number of respondents agreed that "Personal development enhances employee engagement through experience of employees," showing that most employees prefer advancement of position, influence, and mutual assistance for the personal development

### Career development (CD)

For organizations, career development is a constant process. To attract and retain the best individuals, it requires switching occupations within a company and gaining new skills (Kibui, Gachunga, Namusonge 2014). Career development gives people the resources they require to perform their tasks. It demonstrates the employers' commitment to their employees (Alnaqbi 2011).

**Table 4:** Respondents' view on career development

Items	Mean	Sd	No.
Career development is an essential tool to attract and retain the best employees in the organization.	3.23	1.61	384
Career development focuses on to the switching of employees from one job to another job.	3.95	.65	384
Career development provides sufficient resources to the employees to perform their required task.	3.53	1.18	384
Career development is a commitment of employers to employees.	3.12	.932	384
Career development is concerned with attracting higher caliber employees and retaining them in the organizations.	2.78	1.21	384

*Source: Field Survey 2022*

Table 4 shows that "Career development focuses on to the switching of employees from one job to another job" which received the highest percentage of affirmative responses with a mean of 3.95 and standard deviation .65 from the respondents, was followed by " Career development provides sufficient resources to the employees to perform their required task" which had a mean of 3.53 and a standard deviation of 1.18. The lowest number of respondents agreed that "Career development is concerned with attracting higher caliber employees and retaining them in the organizations" showing that most of the employees prefer switching of

employees and allocation of sufficient resources to perform their tasks for career development.

**Professional development (PD<sub>1</sub>)**

When a person enters the employment, professional development refers to continuous education and career training that will help employees gain new skills, stay current with industry trends, and advance their careers (Guskey & Yoon 2009).

**Table 5:** Respondents' View on Personal Development

Items	Mean	Sd	No.
Professional development is concerned with continuous education and career training.	3.94	1.2	384
Professional development focuses on to develop skills and advancement of careers of employees.	3.68	.719	384
Professional development is management competencies, resources, and tools.	3.36	1.14	384
Professional development promote an employee-centric culture that values cooperation, respect for individuals.	2.47	1.98	384
PD focuses on personal investment in the growth and development of all employees for employee engagement.	4.24	.72	384

Source: Field Survey 2022

Table 5 shows that "Professional development is concerned with continuous education and career training" which received the highest percentage of affirmative responses with a mean of 3.94 and standard deviation 1.12 from the respondents, was followed by "Professional development focuses on to develop skills and advancement of careers of employees" which had a mean of 3.68 and a standard deviation of .72. The lowest number of respondents agreed that "Professional development promote an employee-centric culture that values cooperation, respect for individuals" showing that most of the employees prefer continuous career training and skill advancement of the employees for professional development.

**Employee engagement (EE)**

Employee engagement includes a variety of critical factors, including commitment, authenticity, and organizational citizenship behavior. They are constantly prepared to go above and above in order to make sure that the organization promotes the growth of the sector (Deorah 2022). In order

to improve performance at work and benefit the firm, an engaged employee collaborates with coworkers more diligently and constructively (Robinson, Perryman, Hayday 2004).

**Table 6:** Respondents view on employee engagement

Items	Mean	Sd	No.
Employee engagement is devotion of employees to work and organizations.	3.96	1.03	384
EE includes commitment, authenticity and organizational citizenship behavior of employees.	3.82	1.06	384
EE focuses on to continuously growth and development of the organizations	3.41	1.26	384
Employee engagement promotes working with collaboration among employees.	3.66	.76	384
Employee engagement ensure to the success of the organization in the long term.	3.46	1.10	384

*Source: Field Survey 2022*

Table 6 shows that "Employee engagement is devotion of employees to work and organizations" which received the highest percentage of affirmative responses with a mean of 3.96 and standard deviation 1.03 from the respondents, was followed by "EE includes commitment, authenticity and organizational citizenship behavior of employees" which had a mean of 3.82 and a standard deviation of 1.06. The lowest number of respondents agreed that "EE focuses on to continuously growth and development of the organizations" showing that most of the employees prefer continuous devotion of employees and authenticity and commitment of employees for employee engagement.

## CORRELATION ANALYSIS

The correlation between the dependent and independent variables is shown in Table 7. Employee engagement and personal development has 0.466 which has below moderate correlation Likewise, there was a 0.137 correlation between professional development and employee engagement which is the lowest of any variable. The correlation between the employee training and employee engagement is .372, similarly the correlation between career development and employee engagements is .154. According to the analysis, the majority of the employee engagement factors have a moderate relationship with one another.

**Table 7:** Correlation between dependent and independent variables

Variables	EE	ET	PD	CD	PD1
EE	1				
ET	0.372**	1			
PD	0.466**	0.336**	1		
CD	0.154**	0.390**	0.247**	1	
PD1	0.137**	0.102**	0.637**	.336**	1

\*\* Correlation is significant at 0.01 level (two tailed)

Source: Field Survey 2022

### REGRESSION ANALYSIS

**Table 8:** Regression coefficients of variables

Model	Coefficients						
	Unstandardized coefficients		Standardized coefficients		Collinearity statistics		
	B	Std. error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	2.080	.206		10.085	.000		
ET	.208	.051	.206	4.107	.000	.735	1.361
PD	.356	.039	.544	9.074	.000	.514	1.944
CD	.022	.055	.020	.397	.691	.751	1.332
PD1	-.184	.046	-.237	-3.995	.000	.523	1.912

**R<sup>2</sup>= .301 Adjusted R<sup>2</sup> = .293 F- statistics= 40.737 Sig = 0.000**

Dependent Variable: EEV

Source: Field Survey, 2022

The tolerance value of all the variables are greater than 0.1. The tolerance value more than 0.1 is considered acceptable. Darwin Watson test of the residuals of regression in this study shows positive auto correlation (1.765). It means the relationship of human resource development on employee engagement in Nepalese development banks have positive outcomes in the days to come. Value of F- statistics 40.737 and F. sig. 0.000 explains that the regression model used in this study is fit. Adj. R<sup>2</sup> 0.293 means the independent variables used in this study explain the human resource development on employee engagement by 29.30 percent. The negative beta value of professional development (PD1) with employee engagement shows that if the firm focuses on professional development

then the employee engagement decreases. It means that the employee engagement is explained by variation in other variables by 70.70 percent. If the VIF values of all the explained variables are less than 2, there will be no multicollinearity and the results can be acceptable (Kock & Lynn, 2012).

Thus, the regression equation of the study is:

$$\text{HRD} = 2.080 + 0.208\text{ET} + 0.356\text{PD} + .022\text{CD} - 0.184\text{PD}_1 + e_t$$

## DISCUSSION

The main objective of this research study is to find out the employee engagement of Nepalese development banks. Development of human resources and employee engagement are essential to the success and growth of any firm, especially Nepalese development banks. These factors take on much more significance in the context of Nepalese development banks because they directly influence the entire growth of the nation's financial sectors. However the result shown in a regression equation seems different which might have happened due to insufficient knowledge of respondent during data collection procedure.

The regression equation explains that there is a statistically significant positive relationship of employee training with employee engagement ( $p = 0.000$  and beta  $0.208$ ), this result is in line with the finding of (Hakuduwal 2019) and contradicts with (Shrestha *et al.* 2018). Similarly personal development has positive and significant relationship with Employee engagement with  $p$ -value  $0.000$  and beta coefficient  $0.356$ , this result is in line with the finding of (Fletcher 2019) and contradicts with (Aubrey 2010). Career Development has negative and insignificant relationship with employee engagement of Nepalese development banks with  $p$ -value  $.691$  and beta coefficient  $.022$ , this result is in line with (Hakuduwal 2019) and contradicts with the finding of (Adolphus 2022). Professional Development has negative yet significant relationship with Employee Engagement with  $p$ -value  $.000$  and beta coefficient  $-.184$ , this result is consistent with the finding of (Shafer, Cawthon 2010) and contradicts with (Guskey & Yoon 2009).

## CONCLUSION

In any organization, the goal of employee engagement is to enhance organizational citizenship behaviors and employee engagements with the organization. Employee engagement is positively and significantly correlated with employee training and personal development in Nepalese

development banks, professional development has a minimal but significant relationship with employee engagement whereas career development has a lesser relationship. Consequently, these factors are crucial in enhancing the effectiveness of the engagement. Certain variables, however, exhibit negative beta coefficients and low correlations with employee engagement. So, it is suggested that line and departmental managers and top management increase the level of employee engagement in Nepalese development banks. It is further recommended that banks regularly evaluate and improve their human resource policies and practices in order to further improve human resource development and employee engagement in Nepalese development banks. To make sure that employees' needs, concerns, and ambitions are properly handled, regular feedback systems, employee surveys, and open communication channels should be implemented.

### **FUTURE IMPLICATION**

A number of constraints of this study may provide directions for further research. In order to demonstrate the relationship between human resource development and employee engagement in Nepalese development banks. This study mainly used four independent variables. Future researchers might further generalize the results of employee engagement in all commercial banks in Nepal by using factors like Training and development, performance management, and organizational development as independent variables. Also, the researchers can study the employee engagement status in non-banking sectors and educational institutions. The benefits of investing in employee engagement and human resources development for Nepalese development banks are numerous. It results in greater customer satisfaction, improved decision-making, talent retention, a favorable organizational culture, and enhanced performance. All of these elements work together to help banks expand and be successful in advancing Nepal's development objectives.

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