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Human Resource Management Practices and Employee Satisfaction in Nepalese Commercial Banks

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Abstract

This study explores how HRM practices arrangement employee satisfaction in Nepalese commercial banks. It focuses on the real stuff that matters, things like how banks hire people, train them, evaluate their work, handle promotions, and set up pay and benefits. The researcher communicated with around 176 bank employees in Sudurpaschim province to find a clear picture and fill out a prearranged questionnaire. The study used a five-point Likert scale to keep matter steady. The researcher used correlation and some basic statics methods to analyze the data. The study found that promotions, performance evaluations, social benefits, and compensation improve employee satisfaction in a big way. Even recruitment and training have a noticeable positive effect. Bottom line, good HRM practices don't just make people happier; they improve commitment, motivation, and assistance and make the whole business run better.

The study comes to the conclusion that Nepalese commercial banks cannot increase employee satisfaction, productivity, or competitiveness without using HRM techniques. It delivers managers with helpful suggestions on how to recover HR regulations and establish a positive, encouraging work atmosphere.

Keywords: HRP, Employee Satisfaction, performance Evaluation, compensation and benefits, promotion, Training and Development.



Introduction

Employee satisfaction and motivation are the central issues among other business issues of every organization globally. The company's largest challenge is retaining knowledgeable, committed, and loyal employees. Empirical studies have shown that the investment in employees would be severely harmed if they were unable to receive training. The organization's satisfied employees are the only ones who can retain employees and inspire them to do better. Reward and recognition are key components in motivating employees to do more with less. Since employee capabilities are viewed as a competitive advantage, modern businesses place a high value on human components for organizational effectiveness in order to sustain long-term success (Wahab, 2014).

Employee satisfaction is a topic worth researching, according to practitioners and academics during the previous few decades. Numerous elements have been linked to employee satisfaction in earlier research. The quality of work life is one of the most important factors among them, and it is essential for companies to continuously attract and retain employees. Better organizational performance depends on a happier workplace.

Additionally, staff needs must be met in order to attain organizational effectiveness. Work-life balance really shapes how employees perform and how happy they are at work (Adhikari, 2019). At the end of the day, people are the heart of any company, they drive profits, spark new ideas, get things done, and keep customers satisfied. Personnel serve as the backbone of any organization, directly impacting main performance indicators like profitability, productivity, innovation, and service quality. The effectiveness of an organization is mostly determined by how sound it succeeds its human resources. In this regard, HRM plays a crucial role in managing the skills, motivation, and aims of employees with the broader objectives of the organization. Though several studies have been done in Western countries discovering the relationship between HRM practices and organizational performance, similar research in Asian contexts, particularly in Nepal, remains comparatively limited.

This lack of empirical research generates an important research gap in understanding how HRM practices impact organizational performance, particularly within Nepal's public sector banking organizations. Given that labor costs are a main thought in the service sector, HRM practices incline to have a

more noticeable effect on service-oriented industries, for example, banking, than on production industries. Effective HRM strategies in banks, like training and development, performance-based rewards, employee participation in decision-making, and fair promotion systems, can meaningfully improve both employee motivation and organizational performance. Several studies have emphasized the positive relationship between “high-performance work practices” and in total organizational outcomes.

For example, Huselid (1995) innovated that organizations applying such practices incline to display higher productivity, reduced turnover, and stronger financial performance. Likewise, Barney (1991) highlighted that employees represent a unique and inimitable source of competitive gain advising that investing in human capital development is vital for attaining long term success. Employee satisfaction, a basic aspect of HRM, is a complex and multi-layered concept designed by several intrinsic and extrinsic factors. Elements for instance occasions for creativity, skill application, autonomy, accountability, recognition, and cooperation with capable contemporaries often increase job satisfaction. Contrarywise, repetitive task, lack of meaningful participation, extreme supervision, job insecurity, and limited career development opportunities can lead to displeasure and disengagement. Employee satisfaction is therefore impacted by two major groups of aspects: job related aspects and external aspects Both variables jointly determine the overall satisfaction and motivation levels of workforces, which in turn effect their efficiency and organizational promise.

In the context of Nepal, recent literature has emphasized the growing impact of human resource management practices on employee satisfaction and organizational performance within the banking sector. Sharma (2025) discovered that core HRM factors like compensation, training and development, career advancement, and recruitment and selection meaningfully improve employee performance in Nepalese commercial banks. There have been few comprehensive researches that observe how HRM practices such as training, recruitment, personnel relations, and compensation effect employee performance and satisfaction in Nepalese banks.

This study gap emphases on the need for further empirical exploration into the changing aspects between HRM practices and organizational effectiveness within Nepal’s banking industry. Considering the speedy transformation of

Nepal's financial sector and increasing competition from both national and international banks, understanding and developing HRM practices has become more critical than ever. The Nepalese banking sector has suffered noteworthy transformation over the years, yet its regulars to face several threats, mainly in human resource management. Problems like workforce planning, skill development, staff retention, and motivation remain central to the performance of banks. Nepal Rastra Bank (NRB), the central regulatory authority, has recognized these challenges and required that all banks and financial institutions (BFIs) establish devoted HR departments to manage employee related jobs effectively. In spite of these measures, the banking sector still struggles with human resource scarcities, predominantly in specific areas such as information technology risk management and financial analysis.

Karki and Adhikari (2024) described that HRM practices, including performance-based rewards, communication empowerment, and appraisal systems, are effectively applied in Nepal's public financial organizations, contributing to enhanced organizational consequences.

This study's main goal is to examine employee satisfaction and HRM procedures in Nepal's commercial banks. The specific goals are to evaluate the influence of HRM practices on employee satisfaction in commercial banks, especially in Sudurpaschim Province, and to investigate the relationship between HRM practices and employee satisfaction levels in these banks.

Literature Review

For writing this article author reviewed the following themes related to this article.

Human Resource Management (HRM)

Human Resource Management (HRM) is one of the most critical areas in contemporary organization management, concerned with the utilization and development of an organization's most important asset its people. As Armstrong (2006) writes, HRM is the strategic and systematic management of employees aimed towards achieving individual and organizational objectives. It consists of all rules, procedures and processes that govern employee behavior, performance and contribution in the work place.

It includes strategic activities such as recruitment, selection and training, talent management, performance management and compensation and benefits. In other words, HRM focuses on attracting, developing and retaining high quality workers who would contribute to the competitive capacity of firms.

Pfeffer (1998) has listed seven critical HRM practices that are found in high performing companies; extensive training, maintaining low status difference, sharing all kinds of financial/business reports openly, providing job security belief systems amongst the employees, use of self-managed teams at work place, decentralized decision making and use pay for performance reward system. These methods foster a culture of empowerment, trust, and cooperation, which raises output and increases worker satisfaction. Additionally, HRM now actively shapes organizational strategy. HR professionals now serve as strategic partners who assist in aligning human capital with business objectives through workforce planning, leadership development, and succession planning, rather than concentrating only on administrative duties.

Petra and Juan (2004), human resources can be a major source of long-term competitive advantage. They contend that businesses can create distinctive and valuable human capital that is difficult for rivals to imitate if they successfully develop and integrate HRM policies and practices.

This method of thinking lines up with the company's Resource-Based View (RBV), which really puts the attention on what employees can do. When a company manages its knowledge and skills well, it sets itself up for long-term success and stability. These days, HRM isn't just about documentation paperwork or hiring people. It's become the engine that drives innovation, adaptability, and top performance—especially in today's fast-moving global economy

Effective HRM practices safeguard the motivation, engagement, and alignment of employees with the goals of the organization, thereby achieving human potential in terms of measurable success in the organization. On this overview, HRM may be apparent as the philosophy of managing employees as well as certain practices pointed at directly adding value and achieving competitive gain in the dynamic business environment.

Employee Job Satisfaction

Employee job satisfaction is an important area in the study of organizational behaviour and psychology as it is closely linked to organizations' performance. Locke (1976) described job satisfaction as a 'positive emotional state' that is the result of an individual 'appraisal of job experiences' (Jex, 2002). Job satisfaction is the measure to which an individual is satisfied with their job and feels good about it. Job satisfaction is affected by multiple sources. Such sources include remuneration packages, job conditions, associations with the chief and colleagues, job security, and the nature of the work itself (Arnold et al., 1998).

When these factors meet an individual's personal goals and expectations, the levels of satisfaction rise, and this generates greater motivation and commitment to the organization.

Organizations, in the contemporary business world, have been emphasizing job satisfaction as a key component of their human resource management strategy. The reason is that job satisfaction and its related factors, such as work contexts, fairness in rewards, and the intrinsic and extrinsic work-life goals of employees, through programs like flexible work arrangements and employee health and well-being, have been established as strong drivers of job satisfaction. With respect to human resource management, job satisfaction assumes importance in terms of organizations being able to attract and retain their best human capital, perform at their best, and be more resilient in the market.

Fredrick Herzberg's two Factors' Theories

According to the two-factor model proposed by Frederick Herzberg, employees will be motivated and get satisfied in their jobs through motivational factors such as achievement, recognition, involvement in higher-level tasks, autonomy, job itself, growth and development, and hygiene factors that will help employees not get dissatisfied in their tasks. Hygiene factors comprise working conditions, quality of the supervisor, status, security, wages, company policies and administration, and interpersonal relations. To explain the connection between human resource management concepts and work satisfaction in an organization, Lee and Lee (2007) further used the two-factor model of Herzberg.

Adams's Equity Theory

Equity theory, as conceptualized, identifies individual perceptions and comparisons with others (Armstrong, 2010). For instance, equity theory states that workers with equitable treatment will have increased motivation, and if they receive unjust treatment, it leads to lack of motivation. Based on the views by Adam, there are two concepts related to equity. Distributive equity looks at the notion that people get wages according to their contributions and how they compare with others. Procedural equity, sometimes referred to as justice, identifies how workers judge the fairness of the process in areas that include performance evaluations, promotion, and employee discipline. The theory states that if the process and practice in human resource management are judged as being fair and equitable, there will be job satisfaction. But if it is adjudged as being unjust and disparate, there will be lack of job satisfaction. Since they predict a relationship between eight workers' satisfaction in organizations and human resource management, the above-stated hypotheses are relevant to the study (Oriyomi, 2022).

Behavioral Theories

John Watson introduced the concept of "behaviorism" in 1924 for the first time. Watson felt that it was enough to study observable behaviour and that hypothesizing about ideas, intentions, and other subjective phenomena was not scientific in nature (Watson, 1924). "According to behaviorism, learning occurs through conditioning to develop a new behaviour" (Myers, 2011). Operant and classical conditioning are the two kinds of conditioning. The traditional learning process is known as a type of temporal association learning, in which when two frequent events occur close together in space and time, they merge in the mind and trigger the same response.

Consequently, learning occurs when there is a natural or normal spontaneous response to a stimulus (Myers, 2011). If an individual reacts to a stimulus in a manner that is rewarded, the process of operant learning occurs. If a behavior is rewarded or receives praise, the possibility of such a behavior recurring is improved. This approach mostly involves responses towards observable behaviors to enable an individual to learn. Learning is considered the alteration of behaviors. Behaviorists evolve the environment to receive the desired responses

using approaches such as competency-based learning, behavioral objectives, skill building, or training.

Social Learning Theories

The social learning hypothesis is essential to training and development. First, by leading by example, the supervisor can encourage better behavior from their subordinates. Employees are actually more likely to emulate their superiors than their peers due to their status, experience, and power to affect results. Modeling is an important tool for developing a self-managed approach through self-monitoring and self-observation, according to Davis and Luthans (1980).

It has been suggested that a four-stage modeling or vicarious concept be applied to increase training efficacy. These phases are: 1) presenting models exhibiting the desired behaviors; 2) having the observer practice or mimic the modeling behaviors; 3) offering positive recognition or social reinforcement for the observer's adoption of the modeled behaviors; and 4) transferring training to promote the application of learned behaviors in the workplace (Kadiresan et al., 2015). Because human contact is so important in management, social learning theory—in particular, modeling and role-playing—provides a fundamental framework for many aspects of management education. Coaching and monitoring are two common management development techniques that seek to optimize social learning at work (Gautam, 2019).

Empirical Review

Cherif (2020) investigated the connection between organizational commitment, HRM, and employee job satisfaction in the banking industry of Saudi Arabia. The study used a quantitative survey approach to determine that work satisfaction and HRM were the independent variables while organizational commitment was the dependent variable.

The results showed a clear link: when employees felt satisfied at work and believed in their HR departments, they were more likely to stay committed to their organizations. Both work satisfaction and HRM turned out to be strong predictors of how dedicated people felt.

Lama (2021) studied the influence of HR practices on worker satisfaction in Nepalese commercial banks. Employee satisfaction was the dependent variable, while recruitment and selection, training and growth, compensation policy, and

performance appraisal served as independent variables. Data from 389 respondents in Kathmandu were gathered through organized questionnaires using a five-point Likert scale and cross-sectional data analysis. The study's correlation analyses exposed a positive relationship between employee happiness and all four HR practices. These results provide actionable insights for bank executives, offering guidance to address employee anxieties. Future research could discover additional HR aspects and demographic variables to observe their long-term implications.

Mondejar and Asio (2022) examined HRM practices in private academic institutions, concentrating on recruitment and selection, performance evaluation, training and development, compensation, career planning, and personnel welfare. The scholars originated that respondents were pleased with their supervisors, colleagues, work environment, compensation, responsibilities, job roles, promotion opportunities, job security, and recognition. Inferential analysis exposed a higher correlation between HRM practices and job pleasure. Based on these consequences, the researchers proposed an outline for teacher retention aggregate HRM strategies and job satisfaction.

Kandel (2022) also discovered the relation between HRM and employee commitment in Nepalese banks. By descriptive research and correlation analysis, Kandel examined that every HRM method examined pay, career planning, training, employee participation, and performance reviews, increased how dedicated employees felt. This commitment displayed up not just emotionally, but also as a sense of duty and a practical choice to stick around. So, workers respected both the support and opportunities the organization offered, as well as their own sense of accountability.

Gohain and Sanyal (2022) concentrated on the relationship between job satisfaction and understand performance in private commercial banks. The research employed both causal and descriptive research designs, using correlation and descriptive analyses to appraise the data. The results showed a higher positive association between worker satisfaction and organizational performance. Particularly happiness with salary, upgrade opportunities, working conditions, job justice, career progress, and security meaningfully improved perceived employee performance. These consequences advise that nurturing job pleasure is conclusive for refine both employee well-being and organizational productiveness.

Oriyomi (2022) observed the influences of HRM practices on employee satisfaction in Nigerian banking organizations, with a case study of the United Bank for Africa. The research appraised multiple HR practices, including job design, recruitment and selection, performance evaluation, remuneration, working environment, upgrades, job security, training and development, and recognition. Data examination through descriptive statistics and correlation revealed a noteworthy positive association between HRM practices and employee performance. The investigate concluded that well-managed HR creativities, like continuous training, performance evaluation, fair compensation, and effective recruitment, could considerably develop employee productivity, participation, and as whole organizational effectiveness.

Rai and Sharma (2023) emphasized on the banking sectors in Nepal and studied the effect of HR practices as performance appraisal and reward systems on employee job satisfaction. They determined that personnel who perceived the performance evaluation system as fair and transparent had meaningfully higher job satisfaction levels. Moreover, the research discovered that a designed reward system contributed to positive worker consequences, including incentive and retention.

Ghimire et al. (2023) surveyed elements affecting worker performance in Nepalese commercial banks, concentrating on emerging market contexts. By means of quantitative research methods, the scholar employed descriptive and causal-comparative analyses to discover the determinants of staff performance. Descriptive statistics, including mean, range and variance, were accustomed. The study confirmed that organizational culture had the sturdiest positive influence on employee performance. Furthermore, training programs, favorable working conditions and adequate compensation were found to meaningly enhance employee efficiency in Nepalese commercial banks. These discoveries underscore the importance of HRM practices in generating a qualifying environment that fosters performance and engagement.

Sharma and Gupta (2024) showed a comparative study on the effect of HR practices in public vs. private organizations. Their investigation discovered that employees in private organizations informed higher job satisfaction because of better HR policies concerning compensation, work-life balance, and professional

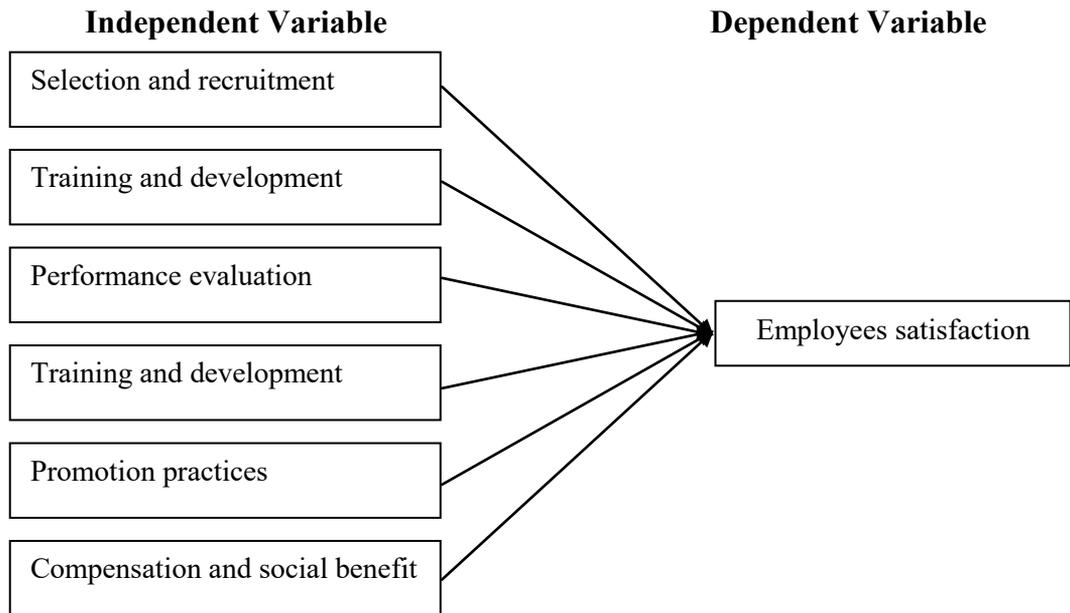
growth opportunities. In contrast, employees in public organizations demonstrated worries about rigid HR policies and a lack of career progress prospects.

Karki (2024) explored the relationship between human resource (HR) practices and worker job happiness in private colleges in Kathmandu. By means of a convenience sampling method, the study collected primary data through a structured questionnaire. It discovered several HR practices, including training and development, rewards, recruitment and selection, recognition, career development, salary, and employee inspiration. The outcomes exposed that HR practices such as salary, promotion opportunities rewards and recognition, career advancement, participation in decision-making, and a supportive work environment had a positive effect on personnel job satisfaction. The study emphasized that HR practices, particularly in recruitment, motivation and training, had a greater effect on worker pleasure than the work environment alone. Karki determined that effective implementation of HR practices is need for improving worker pleasure and performance, and recommended that future research should further discover the influence of HR practices on employee happiness across other sectors.

Ghimire et al. (2025) studied the aspects influencing worker performance in Nepalese commercial banks. The scholar employed a descriptive and causal-comparative research design, examining data from 390 employees across ten 'B' class development banks in Nepal. Regression investigation showed that performance evaluation had the highest effect on organizational performance, followed by recruitment and selection, compensation practices, and training and development. These results highlight the significance of effective HRM practices in enhancing employee performance within the banking sector.

Theoretical Framework

The connection between Human Resource Management and employee satisfaction in Nepalese Commercial banks can be examined based on the literature reviewed. From the discussed studies, a theoretical framework can be established and empirically tested as outlined below.



Source: Lama, 2021

Research Methodology

A descriptive and causal-comparative research design was used to achieve the study's goals. This approach was selected to explain the current HRM practices in the banking industry and investigate the causal relationship between employee satisfaction and HRM factors. Using judgmental sampling, 176 employees of commercial banks made up the sample group. The primary tool for data collection was a structured questionnaire that was used to obtain data directly from the respondents. A five-point Likert scale, spanning from strongly disagree (1) to strongly agree (5), was used in the questionnaire's design to allow respondents to indicate how much they agreed with different assertions about HRM practices.

Responses were methodically arranged into tables following data collection to ensure accuracy and clarity. Descriptive and inferential statistical techniques were then applied to analyze the gathered data. SPSS software was used for the analysis of the primary data. A quantitative presentation was made of the structured questionnaire replies. When needed, statistical tools can be applied, and the findings were presented in tables for ease of understanding. The study took ethical issues very seriously. Every participant gave their informed consent after

being fully informed of the study's goals, methods, and possible dangers. Responses were anonymized to protect confidentiality, and workers were given the assurance that their involvement was completely voluntary and that they could stop at any time without facing any repercussions. These precautions protected the respondents' rights and privacy while maintaining the study's ethical integrity.

The study used a survey research design and an exploratory methodology. Participants are workers in Sudurpaschim Province's banking industry at various levels (176 personnel). To achieve the goals of the study, primary data was gathered using an opinion survey method. For research purposes, a variety of statistical tools were employed in conjunction with appropriate analytical tools and procedures.

Results

The data analysis and primary conclusions of the study are presented. The respondents' data was examined using SPSS 29 using a number of statistical methods, including frequencies, mean percentages, standard deviations, and correlations. To guarantee clearness, the results were shown in tables with clarifications. To authenticate that the research met its goals, data analysis was done.

Demographic information.

The methodical investigation of a populations or a definite group of respondents' features based on reckonable factors including income, gender, education, age, work experience, and occupation is known as a demographic study. Demographic analysis is vital for understanding the makeup and variety of the sample population in research projects, specifically in the management domains and social sciences. By determining how personal and professional characteristics may affect respondents' perceptions, attitudes, and behaviors of the research variables being studied, it enables researchers to describe consequences more exactly.

Table 1
Distribution of Respondent's Profile

Variable	Category	Frequency	Percentage
Gender	Male	108	61.4
	Female	68	38.6
Age Group	18-26	56	31.8
	26-35	77	43.8
	36-45	37	21.0
	46 & Above	6	3.4
Educational Status	Intermediate & below	27	15.3
	Bachelor's Degree	65	36.9
	Master's Degree	62	35.2
	M. Phil. & above	22	12.5
Current Job Position	Assistant level	80	45.5
	Officer level	65	36.9
	Manager level	31	17.6
Work experience	5 Years & below	108	61.4
	6-10 Years	49	27.8
	11 Years & above	19	10.8

In this distribution of respondent's profiles table, male is of 61.4% out of 108 the sample, and female is of 38.6% out of 68 sample. It shows that females are more participating in the banking sector. It means progress on gender inclusion, but the majority of bank employees in Sudurpaschim Province are still male. However, the changes do make an argument.

The table no. 1 shows that the age group category is between 26 and 35 years and between 18 and 26 years old. So, a large percentage of the personnel is fabricated of active people. Who carry fresh energy, flexibility, and drive. Employees between 36 and 45 make up 21%, which enhances a layer of experience and leadership to the mix. But only 3.4% are 46 or older, so the sector slants of young. It means that the bank has promoted to the task younger and tech-savvy people.

The table shows that in terms of education, the respondents of master's degree had 35.2%, bachelors 36.9%, intermediate 15.3% and M. Phill.12.5%. It means that the banks workforce in Nepal is highly educated. Strong educated holders are attracted with the bank and they perform that the banking sectors are capable of attracting talent prepared for intricate financial work.

The table shows that the assistant employees make up the largest group at 45.5%, those are handling daily tasks on the operational level. And the officers at 36.9%, then managers at 17.6%, are shown in the table. it means there is a mix of experience and leadership, but the larger number of employees are in the operational level, although the banks give opportunities to upgrade them by experience.

The table shows that 61.4% of respondents have 5 years or less of work experience in a bank, indicating many recent hires. 27.8% have six to ten years of experience in a bank, so they've had time to get used to the culture and HR systems. Only 10.8% have more than eleven years of experience in a bank, making them the factual experts with deep official knowledge.

In Nepal's commercial banks are driven by a young mass, naturally just starting their careers. This authenticity has a big impact on HR policies around training, career growth, and keeping employees on board.

Correlations Analysis

Tables 2

Correlations between independent and dependent variables

	SR	TD	PE	PP	CS	JS
SR	1					
TD	.437**	1				
PE	.374**	.686**	1			
PP	.471**	.680**	.576**	1		
CS	.375**	.397**	.152*	.490**	1	
JS	.288**	.395**	.176*	.459**	.822**	1

Correlation is significant at the 0.01 level(2-tailed)

Correlation is significant at the 0.05 level(2-tailed)

The correlation table demonstrates the relationship between HRM practices and (SR), (TD (PE), (PP), (CS), and (JS) variables among Nepalese commercial bank employees. Correlation analysis facilitates it easier to understand the way and strength of the relationships between variables, which prove how HRM strategies affect employee contentment.

The correlation coefficient(r) value between selection and Recruitment and customer satisfaction is 0.288 which shows a positive correlated between both the variables. The p value is <0.01. which means the relationship is statistically signification. So, we can say that increase in the level of SR can also increase the

customer satisfaction. The correlation coefficient (r) value between Training and Development (TD), and customer satisfaction is 0.395. Which shows a positive correlated between both variables. The p value is <0.01 . which means the relationship is statistically signification. So, we can say that increase in the level of TD can also increase the customer satisfaction.

Customer satisfaction and performance evaluation have a r value of 0.176. That shows a positive association between two variables. The link is statistically significant when the p -value is 0.05 Therefore, employee morale is positively impacted by fair and transparent evaluation systems. Promotion practices and customer satisfaction have a (r) value of 0.459. Which shows a moderate positive correlation between the two variables. The p -value is less than 0.01. which indicates that the association is statistically significant, reflecting that opportunities for career growth and development enhance employees' satisfaction. The (r) value is 0.822 between compensation and social benefits and customer satisfaction. that demonstrates the strongest positive correlation between both variables. The p -value is <0.01 . it shows that the relationship is statistically significant. and that increasing employees' satisfaction is mostly dependent on competitive pay, profits, and flexible work activities.

The correlation analysis accepts that HRM practices are significantly associated with employee satisfaction. Among the variables, compensation and social benefits have the most substantial impact, while performance evaluation has a lesser but influential effect. These results highlight the importance of applying effective HRM practices to improve employee satisfaction, motivation, and retention in the banking sector.

Discussion of Analysis

The present study aimed to observe the relationship between Human Resource Management Practices Selection and Recruitment (SR), Training and Development (TD), Performance Evaluation (PE), Promotion Practices (PP), and Compensation and Social Benefits (CS) and Employee Satisfaction (ES) in Nepalese commercial banks. The investigation highlights both the current performance of HRM practices and their impact on employee satisfaction, offering valuable visions for management and HR experts.

The demographic data showed that utmost respondents were male (61.4%), aged 26–35 years (43.8%), and holders bachelor's or master's degrees (72.1%). The mainstream of employees was at the assistant (45.5%) or officer (36.9%) level, with less than five years of experience (61.4%). This advocates a comparatively young and educated personnel, probable motivated by career advancement, skill development, and recognition, which are key thoughts for HRM strategies in enhancing employee satisfaction.

Descriptive statistics exposed that employment practices, such as notifying applicants about job qualifications and using job advertisements, were moderately implemented, while organized interviews and medical tests were less consistently applied. Correlation examination showed a weak but positive relationship between SR and employee satisfaction. This indicates that although recruitment is crucial for attracting talent, it has a limited direct impact on employee satisfaction, because employees perceive it as a one-time interaction rather than a continuous engagement strategy.

Training and development practices were discovered to be moderately provided, with employees receiving opportunities to grow job-related skills and grow professionally. Correlation analysis demonstrated a positive relationship between TD and employee satisfaction; This advises that while training develops knowledge and competency, its influence on satisfaction may depend on alignment with career advancement and recognition opportunities. Employees are inclined to value training more when it directly supports promotions or professional growth.

Performance evaluation systems were observed to be in place, including formal assessment devices and feedback provision. Correlation appraisal showed a feeble positive relationship with employee satisfaction. It recommends that although evaluations are presented, they may not be apparent as fully fair or related to tangible rewards, limiting their effect on overall satisfaction. Transparent, consistent, and development-focused performance evaluation systems are required to improve employee morale and engagement.

Promotion practices were moderately applied, showing a positive correlation with employee satisfaction. suggesting that while promotions are motivational,

their influence on satisfaction may be compromised if perceived as infrequent, unclear, or non-merit-based. Structured career progression and transparent promotion standards are crucial to make this HR practice a stronger factor of satisfaction.

The study displays lower mean scores for compensation and social benefits, reflecting employee displeasure with pay, benefits, and work-life balance visions. Correlation studies painted that CS had the strongest and most significant positive result on employee satisfaction. This emphasizes the grave role of competitive compensation, suitable benefits, and flexible work provisions in motivating employees and enhancing satisfaction.

Employees articulated moderate satisfaction with organizational support, salary, recognition, and leave policies, while displeasure was more pronounced regarding pay increments and benefits. Correlation outcomes showed that CS, PP, and TD were positively associated with satisfaction, whereas SR and PE displayed weaker relationships. whereas other HRM practices, while important, have limited direct influence unless integrated with tangible rewards and career growth chances.

Sypniewska et al. (2023) display that employee involvement serves as an intermediary in the interaction among workplace well-being, employee development, retention, and satisfaction. The results suggest that compensation and social benefits are the most influential HR practices influencing employee satisfaction in Nepalese commercial banks. For management, this focuses on the essentials to increase salary structures, benefits, and flexible work arrangements.

For human resource practitioners, it is crucial to integrate training performance appraisal and promotion practices with touchable rewards and recognition systems. For policymakers, the study shows that strategic human resource management policies promotion fair compensation, structured career paths, and transparent performance evaluations are important for employees' satisfaction and retention. Whereas all human resource management practices contribute to structural effectiveness compensation and social benefits are the key motorists of employee satisfaction Followed by training and promotion chances. To maximize employee satisfaction banks must ensure that human resource

practices are not only applied but also aligned with employees hopes for career growth, recognition, and fair treatment generating motivated productive and committed personnel.

Conclusion

In conclusion, the study approves that human resource management practices play a vital role in impacting employee satisfaction in Nepalese commercial banks. Although all five human resource management practices effect to employee satisfaction, compensation and social benefits are the most noteworthy factors in defining employees' overall motivation and satisfaction. Employees detect fair remuneration, sufficient health benefits, and flexible work arrangement as key dimension of their satisfaction, which directly effects productivity and organizational performance. Moreover, the study emphases that human resource management practices consisting performance evaluation, training and development and promotion practices can improve satisfaction when these are applied effectively and aligned with employee' career advancement and recognition need.

The outcomes indicate that organization should emphases on designing human resource policies which are employees centric, transparent and performance oriented to follow continual engagement, commitment, and loyalty. Furthermore, addressing issues as fair promotion, organized recruitment procedures and development focused training can develop a motivated staff accomplish organizational goals. In total the research highlights that strategic human resource management practices are vital tools for obtaining a competitive benefit and long-term organizational performance in the banking sector.

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