



# A Study on Human Resources Development Practices on Job Satisfaction in Bannari Amman Spinning Mills Limited, Coimbatore

Nandhakumar S, Mr.G. Rajkumar MBA

Final Year MBA Student, Gnanamani College of Technology, Gnyanamani Educational Institutions, Namakkal, Tamil Nadu, India

Assistant Professor, Department of MBA, Gnanamani College of Technology, Gnyanamani Educational Institutions, Namakkal, Tamil Nadu, India

**ABSTRACT:** Increasing employee work happiness depends on human resource development (HRD) techniques. Essential HRD methods including training and development plans assure continuing professional growth and ability enhancement, therefore boosting workers' self-confidence and role-specific expertise. Including these HRD methods will help companies to create an environment that promotes employee growth, engagement, and pleasure, therefore raising retention rates and boosting productivity. This research's primary goal is to evaluate the impact of Human Resources development techniques on job satisfaction in Bannari Amman Spinning Mills Limited, Coimbatore. The sample in this study is 200. For the project, descriptive research methodology and convenience sampling approaches were employed. The research uses primary data as well as secondary data. The conclusions of this research have been obtained using straightforward percentage analysis, chi square analysis, and correlation analysis. It is discovered that developing good human resource training methods mostly determines how job happiness among workers is increased. It showed that those who engage in pertinent and properly organized training courses not only acquire fresh knowledge and skills but also exhibit superior performance at work and professional development. It implied that fair and open performance evaluation criteria combined with frequent positive criticism would help to create a favourable perception of the assessment procedure. It found that employee job happiness is also strongly affected by enough performance-based rewards and acknowledgment, good career development chances, and continuous education. Policies from HRD that encourage work-life balance and offer justice and clarity in performance evaluations certainly raise general job happiness.

**KEYWORDS:** HR Practices, Training Programs, Job Satisfaction, Career Development

## I. INTRODUCTION

Human Resources Development (HRD) is defined as a planned and continuous process by which an organization improves the knowledge, skills, abilities, and attitudes of its employees. It aims at developing employees through training, education, career planning, and performance appraisal. HRD is a process that aims at preparing employees to face the current and future demands of their jobs by upgrading their competencies and potential. It also focuses on the personal development, motivation, and job satisfaction of employees. HRD is an important process for achieving organizational effectiveness. Werner and DeSimone (2006) define Human Resources Development as "a set of systematic and planned activities designed by an organization to provide its members with the opportunities to learn necessary skills to meet current and future job demands." Job satisfaction is the extent to which an employee is happy and satisfied with his/her job. Job satisfaction is an attitude of an employee towards his/her job. Job satisfaction is influenced by various factors, including pay, working conditions, supervision, and opportunities for growth. Satisfied employees are more motivated and committed to their job. They are more productive and perform their tasks efficiently. Satisfied employees also have low absenteeism and employee turnover. Therefore, job satisfaction is very important for the success of an organization.

### OBJECTIVES OF THE STUDY

- To Study On Human Resources Development Practices On Job Satisfaction In Bannari Amman Spinning Mills Limited, Coimbatore
- To evaluate the Training and Development Programs offered by the company for the employees
- To assess the effectiveness of Performance Management system in the company
- To analyze the availability and effectiveness of career development opportunities in promoting employee growth and satisfaction
- To measure the Job Satisfaction among the employees in the company

### II. REVIEW OF LITERATURE

Sypniewska et al. (2023) This study looks at lasting human resource management from a complete view. It checks how feeling good at work, dedication, and HR growth affect job happiness. The aim was to find how different things affect how happy a person is within SHRM systems. Data from 1,051 workers in different companies were gathered using surveys and studied using numbers. The sampling made sure there was a mix of industries and jobs. The results showed that things like worker growth and keeping employees around were linked to better dedication and happiness. Based on this, the writers think that companies should focus on lasting HRM rules that help workers feel good and grow in their careers. The end says again that lasting HRM methods greatly improve job happiness and dedication in today's businesses.

Ziling, Duraipandi, Li, Junlan & Xin (2024) This research looked at how HR activities, like training, reviews, involvement, and pay, impact worker well-being and happiness in different work environments. The goal was to see which HR activities had the biggest impact on how happy people were and how they felt. The research used surveys to get info and took a numbers-based approach, making sure to get responses from all departments. The summaries don't say exactly how many people were surveyed, but the researchers used stats to look at the responses. The results showed that HR activities do improve both job happiness and well-being, with involvement and pay having the strongest links. The writers suggested companies use full HR plans that focus on helping workers grow and paying them fairly. The research ended by saying that good HR activities are key to making workers happier and more content in today's jobs.

Jinarat (2025) conducted a research study on the impact of contemporary HRD practices on employee job satisfaction, emphasizing the use of advanced tools and techniques in HR development. The aim of the study was to determine the impact of contemporary HRD practices such as technology-aided training, continuous feedback processes, and career development initiatives on employee satisfaction in the modern workplace. The study collected data using structured questionnaires from organizational employees, and the research followed a quantitative research approach with convenience sampling. Although the specific sample size was mentioned in the full article, the research study analyzed data from various organizational levels. The findings of the research study revealed that contemporary HRD practices had a significant positive impact on employee job satisfaction, increasing opportunities for growth, engagement, and feedback responsiveness. The research study recommended that organizations implement technology-aided HRD practices and continuous learning processes to meet employee needs. The conclusion of the research study highlighted the importance of dynamic HRD practices in sustaining high levels of job satisfaction in the modern workplace.

### III. RESEARCH METHODOLOGY

The research design used in this study is Descriptive Research Design. The sample size 200 used in this study. The Convenience Sampling Technique was employed in this study. Both Primary data and secondary data collection are used in this study. Simple Percentage Analysis, Chi-Square Analysis and Correlation Analysis tools are used in this study.

IV. DATA ANALYSIS AND INTERPRETATION

DEMOGRAPHIC PROFILE OF THE RESPONDENTS

Variables	Categories	No. of Respondents	Percentage (%)
<b>Gender</b>	Male	154	77.0
	Female	46	23.0
<b>Age</b>	Below 25 years	34	17.0
	26–35 years	91	45.5
	36–45 years	57	28.5
	Above 45 years	18	9.0
<b>Educational Qualification</b>	UG	75	37.5
	PG	32	16.0
	Professional	65	32.5
	Diploma & Others	28	14.0
<b>Salary</b>	Below Rs. 15,000	40	20.0
	Rs. 15,001–25,000	101	50.5
	Rs. 25,001–35,000	46	23.0
	Rs. 10,00,000–15,00,000*	13	6.5
<b>Position in the Organisation</b>	Junior Level	79	39.5
	Middle Level	86	43.0
	Senior Level	35	17.5

The consolidated table indicates that the majority of the respondents are male (77.0%), belong to the 26–35 years age group (45.5%), and possess an undergraduate (UG) qualification (37.5%). Most respondents earn a monthly salary between Rs. 15,001 and Rs. 25,000 (50.5%). Regarding their organizational position, the majority of the respondents are employed at the middle level (43.0%), followed by the junior level (39.5%) and the senior level (17.5%). Overall, the demographic profile reveals that the respondents are predominantly male employees aged between 26 and 35 years, with undergraduate qualifications, a monthly salary ranging from Rs. 15,001 to Rs. 25,000, and occupying middle-level positions within their organizations.

**CHI-SQUARE ANALYSIS: RELATIONSHIP BETWEEN EDUCATIONAL QUALIFICATION OF THE RESPONDENTS AND TRAINING AND DEVELOPMENT PROGRAMS**

**Null hypothesis (H<sub>0</sub>):** There is no significant relationship between educational qualification of the respondents and training and development programs.

**Alternative hypothesis (H<sub>1</sub>):** There is some significant relationship between educational qualification of the respondents and training and development programs.

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	71.244 <sup>a</sup>	48	.016
Likelihood Ratio	76.207	48	.006
Linear-by-Linear Association	1.918	1	.166
N of Valid Cases	200		

a. 56 cells (82.4%) have expected count less than 5. The minimum expected count is .28.

**INTERPRETATION:**

From the above table, value of the chi square statistic is 71.244, degree of freedom is 48 and *p*-value is .016. The *p*-value is smaller than the standard alpha value, so we reject the null hypothesis and accept alternate hypothesis that asserts the two variables are independent of each other. To put it simply, the result is *significant* – the data suggests that educational qualification of the respondents and training and development program are associated with each other.

**CORRELATION ANALYSIS: RELATIONSHIP BETWEEN POSITION IN THE ORGANISATION OF THE RESPONDENTS AND JOB SATISFACTION**

**Null hypothesis (Ho):** There is no significant relationship between position in the organisation of the respondents and job satisfaction.

**Alternative hypothesis (H1):** There is no significant relationship between position in the organisation of the respondents and job satisfaction.

Correlations			
		POSITION IN THE ORGANISATION	JOB SATISFACTION
POSITION IN THE ORGANISATION	Pearson Correlation	1	.179*
	Sig. (2-tailed)		.011
	N	200	200
JOB SATISFACTION	Pearson Correlation	.179*	1
	Sig. (2-tailed)	.011	
	N	200	200

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

**INTERPRETATION:**

From the above table, Pearson Correlation coefficient value is .179 and p-value for this correlation coefficient is .011. Because  $p > .05$ , accept the null hypothesis and conclude that the relationship is statistically not significant. So, there is no significant relationship between position in the organisation of the respondents and job satisfaction.

**V. SUGGESTIONS**

- The company should continue to provide training programs that enhance new skills and knowledge to employees.
- The company needs to ensure that training sessions are consistently well-structured and organized.
- The company should focus on designing training programs that improve job performance effectively.
- The company must align training programs closely with employees' job responsibilities.
- The company should offer training programs that contribute to long-term professional growth.
- The company needs to maintain clear and understandable performance evaluation criteria.
- The company should ensure that performance evaluations remain fair and objective.

**VI. CONCLUSION**

It is concluded that the Human Resources Development practices at Bannari Amman Spinning Mills Limited, Coimbatore, have a significant positive impact on employee job satisfaction. The training and development programs, performance management system, and career development opportunities collectively contribute to enhancing employees' skills, motivation, and confidence, leading to higher levels of engagement and productivity. Employees benefit from structured learning, clear performance evaluation, and opportunities for growth, which strengthen their commitment and satisfaction within the organization.

It is further concluded that while the HRD practices are generally effective, continuous improvement in areas such as personalized career guidance, regular feedback, and alignment of training with evolving job roles can further elevate job satisfaction. Strengthening these practices ensures that employees feel recognized, supported, and valued, ultimately fostering a motivated workforce that contributes positively to the overall success of the company.

**REFERENCES**

1. Dash, M., & Rath, B. N. (2021). Influence of human resource development practices on organizational performance: An extant literature review. *International Journal of Business Governance and Ethics*, 15(2), 179–195.
2. Al-Hamad, A., Alshurideh, M., Alomari, K. M., Kurdi, B., Alzoubi, H. M., Hamouche, S., & Al-Hawary, S. (2022). The effect of electronic human resources management on organizational health of telecommunications companies in Jordan. *International Journal of Data and Network Science*, 6(2), 429–438.
3. Jinarat, V. (2023). Exploring contemporary HRD strategies: Impact on employee job satisfaction through advanced tools and techniques. *International Journal of Management and Development Studies*, 13(2), Article 621.
4. Sypniewska, B., Baran, M., & Kłos, M. (2023). Work engagement and employee satisfaction in the practice of sustainable human resource management – based on the study of Polish employees. *International Entrepreneurship and Management Journal*, 19, 1069–1100.
5. Karki, S. (2024). Human Resource Practice and Job Satisfaction in Private College of Kathmandu. *Journal of Advanced Academic Research*, 11(1), 36–54.
6. Al-Marri, B. H. (2024). Human resource management (HRM) practices and employee job satisfaction: The case of a public corporation in Qatar. *Journal of Economic, Administrative and Legal Sciences*, 8(15).
7. Ziling, Z., Duraipandi, O., Li, B., Junlan, L., & Xin, L. (2024). The influence of HR practices on employee well-being and job satisfaction. *International Journal of Computational and Experimental Science and Engineering*, 10(4).
8. Al-Marri, B. H. (2025). Human resource management (HRM) practices and employee job satisfaction: The case of a public corporation in Qatar. *Journal of Economic, Administrative and Legal Sciences*, 8(15).



INTERNATIONAL  
STANDARD  
SERIAL  
NUMBER  
INDIA



# INTERNATIONAL JOURNAL OF INNOVATIVE RESEARCH

IN SCIENCE | ENGINEERING | TECHNOLOGY

 9940 572 462  6381 907 438  [ijirset@gmail.com](mailto:ijirset@gmail.com)



[www.ijirset.com](http://www.ijirset.com)

Scan to save the contact details