

**“AN ANALYSIS OF LIAISON BETWEEN HR PRACTICES
AND JOB SATISFACTION IN A PUBLIC UNDERTAKING
– A CASE OF NWKRTC”**

C. M. Mathapati*

“Human happiness and human satisfaction must ultimately come from within oneself. It is wrong to expect some final satisfaction to come from money or from a computer.”

- Dalai Lama

ABSTRACT

This study investigates the dynamic process through which HR practices (compensation practices, employee performance evaluation practices, promotion practices, empowerment practices) in NWKSRTC influence individual's pattern of job satisfaction. This study aims to explore the liaison between HR Practices and Job Satisfaction of employees of a public undertaking. The inefficiency in implementing the existing HR practices leads to lack of morale among employees, which leads to job dissatisfaction and consequently leads into attrition, each organization has to map the satisfaction of its employees with the human resource practices it follows to ensure that the talent pool is retained. The current study is an attempt to determine the liaison between HR Practices and Job satisfaction in a public undertaken. The data was collected by using a questionnaire based on a job satisfaction scale developed by Wood et. al. (1986) and HR practices to 200 respondents and the data was analyzed using t-test and correlation. Result of Study described that the employee's job satisfaction is very low and has positive correlation with the implementation of HR Practices. This study has proven that the HR Practices has a positive correlation with the job satisfaction of employees. Successful implementation of the HR Practices at NWKRTC will surely help the management to retain the talent pool and also enhance their performance.

Keywords: Empowerment, Job Information, Job Satisfaction, Job Variety, HR Practices, NWKSRTC

* Faculty, Department of Management Studies, Karnataka State Women's University, Vijayapur.

KSRTC was established in August 1961 under the road transport act 1950. The central and state government stake in the capital structure of the corporation is in the form of equity and capital contribution. KSRTC is a public and utility service with the objective of providing adequate, economical and properly coordinated passenger transport service to the people of Karnataka state in India. KSRTC has embarked on a number of measures to improve its services provided to the commuting public. The financial position of the corporation has improved by way of adopting new technologies, best management and various cost control exercises.

KSRTC was a monolithic organization till 1997. And it has been trifurcated into 3 corporations i.e.

1. BMTC, Bangalore from 10-11-1997
2. NWKRTC, Hubli from 1-11-1997
3. NEKRTC, Gulbarga from 1-10-2000.

The trifurcation has resulted in optimization of operational efficiency and enabling the corporation to respond quickly to the transport need of the people of the state.

The North Western Karnataka Road Transport Corporation (NWKRTC) was established on November, 1st 1997, under provision of the Road Transport Corporation Act 1950, upon bifurcation from Karnataka State Road Transport Corporation to provide adequate, efficient, economic and properly coordinated transport services to the commuters of North Western part of Karnataka.

NWKRTC's jurisdiction covers 6 revenue districts, 44 talukas and 4596 villages and serving 4428 (96.3%) villages with transport facility. The organisation is split into 8 divisions with their respective headquarters Belagavi, Hubballi, Sirsi, Bagalkot, Gadag, Chikkodi, Haveri and Dharwad. It has 48 depots functioning under the administrative control of respective divisions and one regional workshop at Hubli having one bus body building unit and one Regional Training Institute at Hubli. NWKRTC operates 4440 schedules with strength of 4716 vehicles, covering 15.50 lakh kilometers and carrying 22.00 lakhs commuters every day.

Review of Literature

The past two decades have witnessed a burgeoning literature on the economics of job satisfaction. There is also a large human resource management (HRM) literature that emphasizes the influence of so-called “high-performance workplace practices” on job satisfaction and hence employee performance. The HRM literature can be sub-divided into empirical studies, which in the case of the UK are primarily based on the Workplace Industrial Relations Survey (WIRS) series, and a considerably larger number of studies that typically rely on case study analyses. Relatively few attempts have been made to combine the job satisfaction and HRM literatures. A primary objective of this paper is to present new empirical evidence on the impact of HRM practices on workers’ overall job satisfaction and their satisfaction with their pay.

It is possible that HRM practices are a substitute for unionization. If HRM policies raise overall job satisfaction, and (especially) satisfaction with pay, then the motivation to join unions could be reduced. A second objective of this paper is thus to investigate whether HRM practices have a different impact on the job satisfaction of union members as opposed to non-union members. There is a longstanding interest by economists in the role played by pay and reward structures in determining worker effort, performance and job satisfaction. However, the focus of this literature has tended to be on the impact of workers’ own pay or their comparison wage. Little is known beyond particular cases about the impact of the distribution of pay within a firm on worker performance. This is intriguing because there is a growing literature, which advocates the implementation of contingent, and implicitly variable, pay structures that encourage wage dispersion. As such, a third objective of this paper is to analyze the impact of perceived pay inequality on workers’ job satisfaction.

Job satisfaction and HRM practices:

Various theories of job satisfaction have been developed by psychologists and management scholars. They tend to assign different degrees of importance to sources of satisfaction, which can be classified as either intrinsic or extrinsic. Intrinsic sources depend on the individual characteristics of the person, such as attitudes. Extrinsic sources are situational, and depend on

the environment, such as workplace climate. Theories which rely on extrinsic sources are more typically adopted by economists, albeit by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Luchak, 2003). Traditionally, economists have embraced job satisfaction with “professional suspicion” (Freeman, 1978 p. 135) because it is a subjective variable. In 2000, it was still possible to state that the study of job satisfaction by economists is “still in its infancy” (Blanchflower and Oswald, 2000, p. 8)[5]. However, the empirical analysis of job satisfaction either implicitly or explicitly draws on the theoretical models discussed above, and in so doing job satisfaction is specified as a function of several individual and job characteristics, and ultimately interpreted as a utility function (Clark and Oswald, 1996; Easterlin, 2001). Some studies show that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and hence generate higher labour productivity (Cully et al., 1999; Boselie and Van derWiele, 2002). However, overall job satisfaction need not increase if effort is a “bad” and the aim of workers is to maximise the returns from the exerted effort. In terms of the relationship between pay and job satisfaction, Clark and Oswald (1996) show that a workers’ reported level of well-being is weakly correlated with their income, whereas Belfield and Harris (2002) find no evidence of such a relationship for those working in higher education. There is mounting research into the weakness of the link between income and life satisfaction, as in the happiness studies of Layard (2003, 2006) and Clark (2005) showing that despite rising wages there are stagnant levels in job satisfaction. Other studies show that it is relative income, rather than own income, that matters for job satisfaction (Clark and Oswald, 1996). Still, some studies contest the importance of relative income at lower pay levels (e.g. McBride, 2001), or highlight the importance of real income (Greene and Nelson, 2007). A wider literature exists on the effects of introducing new pay practices in companies (see, e.g. Black and Lynch, 2004; Booth and Frank, 1999; Cappelli and Neumark, 1999; McCausland et al., 2005; Lazear, 2000). Yet, empirical evidence is lacking on the relationship between such practices and job satisfaction. There are also very few studies that seek to examine the relationship between the pay distribution within a firm, including the perception of that distribution by a worker, and individual worker performance or their job satisfaction[6]. An exception is Bloom and Michel (2002), who discuss the advantages and disadvantages of

dispersed and compressed “actual” pay structures. Dispersed pay structures may induce higher levels of performance as employees have to work harder to move up the pay ladder. This is consistent with the notion of promoting the “star” workers in a competitive environment and the provision of compensating differentials for high-risk jobs. However, consistent with the prediction of tournament theory (Bloom and Michel, 2002), dispersed pay systems may also be linked to workforce instability and higher turnover. On the other hand, compressed pay promotes team effort and cooperation by creating a more egalitarian workplace, which tends to reduce turnover (Beaumont and Harris, 2003). However, it may discourage effort above a certain minimal necessary Workers’ job satisfaction level, and may be perceived as unfair, not least because of free-rider problems. Hence, it is usually difficult to accurately identify the effect of the pay distribution within a firm on workers’ job satisfaction.

Need and Importance of the study

Employer-employee relationship is considered the focal point of effective HRM. It is important that employees are motivated and effectively deliver the required work output to achieve the organization’s business objectives. Considering this, HR practices are deemed to play important role in enhancing employee satisfaction at work. However offering more or better HR practices will not automatically yield increased job satisfaction of employees expectations differ with regard to what they feel they deserve.

Bauer(2004) in his study, indicated that higher involvement of workers in High Performance Workplace Organizations is associated with higher job satisfaction. This positive effect is dominated by the involvement of workers in flexible work systems, indicating that workers particularly value the opportunities associated with these systems, such as an increased autonomy over how to perform their tasks and increased communication with coworkers. Being involved in teamwork and job rotations as well as supporting human practices appear to contribute relatively little to the increased job satisfaction from being involved in HPWOs.

With NWRKTC witnessing growth, being a public sector with huge number of employee’s dissatisfaction among employees is increasing. In such a scenario, it is obvious that they need to

adapt certain HR practices to enhance the satisfaction of employees and install loyalty and commitment towards organization.

Objectives of the study

The objectives of the research are:

1. To Study the perception of employees towards HR Practices at NWKRTC.
2. To Study the level of Job Satisfaction of all the employees at NWKRTC.
3. To understand the Relationship between Job Satisfaction and HR Practices at NWKRTC

Hypothesis of the study

Keeping in view the literature review, the following hypotheses are formulated to achieve the objectives.

H₀: There is no positive relation between HR practices and Job satisfaction.

H₁: There is a positive relation between HR practices and Job satisfaction.

Research Methodology - A study on “HR practices of a public sector and exploring the relationship between HR practices and Job satisfaction – A case study at NWKRTC, Vijayapur.

Nature of the study: To know the HR practices and to understand whether HR practices has any relation with Job satisfaction at NWKRTC, Vijayapur.

Statement of the problem: to identify the HR practices and to find the relationship between HR practices and job satisfaction in NWKRTC, Vijayapur. The data collected was descriptive in nature utilizing survey method, by interacting with the organization employees, various departmental managers and through questionnaires through random sampling.

Research Method: Descriptive research

Sampling Method: Convenient random sampling method.

Sample Size: 200 (full time employees) i.e. 100 conductors & driver 100 staff from all departments.

Tools and Techniques: Job satisfaction scale designed by Wood et al. (1986) was used, along with self-constructed scale for HR practices. Five-point Likert-type rating scale was used for capturing the responses of the respondents. The rating scale ranging from 'strongly disagree' to 'strongly agree' was used for each statement. Validity and reliability of the scales were tested and found to be significant. SPSS and correlation analysis were applied for data analysis.

Results and Discussion

Descriptive analysis was done to find the mean and standard deviation for the statements in questionnaire corresponding to various aspects of HR practices and Job satisfaction.

Table 2 – Descriptive Statistics for HR practices and Job Satisfaction Variables

Parameters	Mean	S.D
I am satisfied with the HR practices in my organization as whole.	2.3550	1.07459
HR demand forecasting is done in a planned manner in my organization using proper techniques.	2.3000	1.03700
My organization makes appropriate plans for its various activities like training, retention, recruitment, succession, control and evaluation.	2.3900	1.12884
I am satisfied with the recruitment process of my organization	2.5250	1.14276
The induction given for a new member in my organization is very good.	2.4650	1.12477
Training needs of all employees are assessed with the consent of the managers and the employee and planned for.	2.3800	1.08234
My organization has enough training hours for each level of employees in the organization.	2.5700	3.01005
I am satisfied with the system my organization uses for performance appraisal.	2.1650	0.99131
I am satisfied with the process of performance appraisal in my organization.	2.1400	1.00271
Career planning is done for all employees in my organization.	2.2950	2.33995

I am satisfied with the fringe benefits (like security, welfare facilities, safety and health, etc.) provided in my organization.	2.2350	1.02716
The rewards and recognition provided in my organization are satisfactory.	2.3100	1.06280
My opinions count in my organization.	2.3450	1.05905
There is transparency regarding various HR policies in my organization.	2.3900	1.78995
Enough cultural activities and family activities are planned for employees.	2.1900	0.96881
There are skip level meetings to keep a check on my manager and his performance.	2.1500	0.97584
I am satisfied with my organization as a whole.	2.3200	1.05029
My skills are appropriately utilized in my job.	2.5600	1.87188
My organization deserves loyalty.	2.6200	2.40301
I will continue in this organization even if I get another offer.	2.3300	1.13912
Exit policy in my organization are employee-friendly	2.1700	1.01798
I have enough forums for redressal and grievance handling	2.2650	1.07730
My organization values me as an employee.	2.4300	1.78635
I am satisfied with the information I receive from my superior about my job performance.	2.2750	0.99717
I receive enough information from my superior about my "job performance	2.2500	0.95502
I receive enough feedback from my superior on how well I am doing.	2.3200	1.01129
There is enough opportunity in my job to find out how I am doing	2.2700	0.98588
Satisfaction with Variety		
I am satisfied with the variety of activities my job offers.	2.2550	0.98224
I am satisfied with the freedom I have to do what I want on my job.	2.1900	0.94252
I am satisfied with the opportunities my job provides me to interact with others.	2.1900	0.94784
There is enough variety in my job	2.2250	0.98449
I have enough freedom to do what I want in my job	2.1750	0.93743
My job has enough opportunity for independent thought and action.	2.3000	2.30141

Satisfaction with Closure		
I am satisfied with the opportunities my job gives me to complete the tasks from beginning to end	2.1500	0.93910
My job has enough opportunity to complete the task I start	2.1450	0.91551
Satisfaction with Pay		
I am satisfied with the pay I receive from my job	2.1550	0.97247
I am satisfied with the security my job provides me	2.1150	0.96250

High Mean Values v/s Lowest Mean Values

I am satisfied with the recruitment process of my organization	2.5250
My skills are appropriately utilized in my job.	2.5600
My organization deserves loyalty.	2.6200
My organization has enough training hours for each level of employees in the organization.	2.5700

I am satisfied with the process of performance appraisal in my	2.12400
I am satisfied with the pay I receive from my job	2.1550
I am satisfied with the security my job provides me	2.1150

From the above tabulation we can come to a conclusion that the loyalty, training hours given to the employee, utilization of skills and recruitment process of the organization improves the satisfaction level of employees.

Similarly the dis-satisfiers in the organisation sequentially are security, performance appraisal and pay.

t-test: Perception of employees towards HR Practices and Job Satisfaction

t-test was used to analyze the perception of employees towards HR practices and job satisfaction.

Table 3 - Perception of employees towards HR Practices and Job Satisfaction

Variables	P - Value
HR Practices Variables	
Satisfied With HR	1
HR demand forecasting is done in a planned manner in my organization using proper techniques.	.873(**)
My organization makes appropriate plans for its various activities like training, retention, recruitment, succession, control and evaluation.	.809(**)
I am satisfied with the recruitment process of my organization.	.731(**)
The induction given for a new member in my organization is very good.	.682(**)
Training needs of all employees are assessed with the consent of the managers and the employee and planned for.	.635(**)
My organization has enough training hours for each level of employees in the organization.	.242(**)
I am satisfied with the system my organization uses for performance appraisal.	.633(**)
I am satisfied with the process of performance appraisal in my organization.	.635(**)
Career planning is done for all employees in my organization.	.288(**)
I am satisfied with the fringe benefits (like security, welfare facilities, safety and health, etc.) provided in my organization.	.561(**)
The rewards and recognition provided in my organization are satisfactory.	.475(**)
My opinions count in my organization.	.492(**)

There is transparency regarding various HR policies in my organization.	.416(**)
Enough cultural activities and family activities are planned for employees.	.620(**)
There are skip level meetings to keep a check on my manager and his performance.	.605(**)
I am satisfied with my organization as a whole.	.691(**)
My skills are appropriately utilized in my job.	.390(**)
My organization deserves loyalty.	.261(**)
I will continue in this organization even if I get another offer.	.589(**)
Exit policy in my organization are employee-friendly	.556(**)
I have enough forums for redressal and grievance handling	.522(**)
My organization values me as an employee.	.328(**)
Job Satisfaction Variables	
I am satisfied with the information I receive from my superior about my job performance.	.560(**)
I receive enough information from my superior about my "job performance"	.579(**)
I receive enough feedback from my superior on how well I am doing.	.593(**)
There is enough opportunity in my job to find out how I am doing	.606(**)
I am satisfied with the variety of activities my job offers.	.628(**)
I am satisfied with the freedom I have to do what I want on my job.	.484(**)

I am satisfied with the opportunities my job provides me to interact with others.	.545(**)
There is enough variety in my job	.599(**)
I have enough freedom to do what I want in my job	.502(**)
My job has enough opportunity for independent thought and action.	.182(**)
I am satisfied with the opportunities my job gives me to complete the tasks from beginning to end	.574(**)
My job has enough opportunity to complete the task I start	.555(**)
I am satisfied with the pay I receive from my job	.534(**)
I am satisfied with the security my job provides me	.568(**)

Correlation between HR Practices and Job Satisfaction

Parameters	Satisfied with Job Related info	Superiors shares job related info	Feedback from Superior	Opportunity	variety of activities my job offers.	Freedom Activities	Interaction Opportunities	Job Variety	Job Freedom	Independent Thought	Closure Opportunities	Complete task	Satisfaction with pay	Satisfaction with security
Satisfied With HR	.560(*)	.579(**)	.593(**)	.606(**)	.628(*)	.484(**)	.545(**)	.599(*)	.502(*)	.182(**)	.574(**)	.555(*)	.534(**)	.568(**)
HR demand forecasting	.522(*)	.543(**)	.569(**)	.574(**)	.586(*)	.563(**)	.576(**)	.559(*)	.607(*)	.219(**)	.619(**)	.589(*)	.522(**)	.569(**)

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Plans for its various activities	.587(*)	.622(**)	.656(**)	.609(**)	.535(*)	.620(**)	.602(**)	.549(*)	.633(*)	.229(**)	.622(**)	.592(*)	.558(**)	.523(**)
Recruitment Process satisfaction	.627(*)	.620(**)	.650(**)	.552(**)	.493(*)	.518(**)	.562(**)	.542(*)	.524(*)	.184(**)	.544(**)	.527(*)	.546(**)	.502(**)
Induction process	.553(*)	.584(**)	.611(**)	.566(**)	.574(*)	.570(**)	.628(**)	.572(*)	.623(*)	.210(**)	.581(**)	.583(*)	.545(**)	.558(**)
Training Need assessment	.513(*)	.554(**)	.577(**)	.539(**)	.551(*)	.554(**)	.610(**)	.504(*)	.603(*)	.202(**)	.572(**)	.568(*)	.507(**)	.513(**)
Training Hours	.222(*)	.300(**)	.311(**)	.303(**)	.302(*)	.325(**)	.335(**)	.299(*)	.342(*)	.151(*)	.176(*)	.183(*)	.167(*)	.166(*)
Performance Appraisal System	.493(*)	.551(**)	.534(**)	.581(**)	.560(*)	.633(**)	.635(**)	.595(*)	.612(*)	.317(**)	.637(**)	.616(*)	.489(**)	.491(**)
Performance Appraisal Process	.484(*)	.530(**)	.545(**)	.551(**)	.525(*)	.583(**)	.564(**)	.533(*)	.535(*)	.291(**)	.570(**)	.558(*)	.478(**)	.441(**)
Career Planning	.159(*)	.194(**)	.204(**)	.229(**)	.297(*)	.323(**)	.224(**)	.218(*)	.306(*)	.151(*)	.300(**)	.287(*)	.185(**)	.215(**)
Fringe Benefits	.491(*)	.529(**)	.537(**)	.508(**)	.553(*)	.602(**)	.584(**)	.529(*)	.562(*)	.302(**)	.536(**)	.546(*)	.476(**)	.471(**)
Rewards and Recognition	.512(*)	.542(**)	.562(**)	.543(**)	.497(*)	.553(**)	.555(**)	.505(*)	.581(*)	.208(**)	.542(**)	.542(*)	.498(**)	.515(**)

on														
Employee Opinion	.538(*)	.565(**)	.567(**)	.603(**)	.591(*)	.634(**)	.650(**)	.600(*)	.632(*)	.232(**)	.599(**)	.617(*)	.572(**)	.562(**)
Transparency in HR Policy	.362(*)	.384(**)	.355(**)	.344(**)	.349(*)	.388(**)	.350(**)	.324(*)	.393(*)	.143(*)	.419(**)	.398(*)	.317(**)	.289(**)
Cultural Activities	.513(*)	.557(**)	.492(**)	.562(**)	.567(*)	.643(**)	.634(**)	.614(*)	.583(*)	.319(**)	.653(**)	.620(*)	.513(**)	.515(**)
Skip Level Meeting	.541(*)	.558(**)	.506(**)	.511(**)	.531(*)	.537(**)	.539(**)	.503(*)	.614(*)	.277(**)	.584(**)	.572(*)	.463(**)	.484(**)
Satisfaction with organisation	.669(*)	.701(**)	.674(**)	.639(**)	.641(*)	.634(**)	.620(**)	.640(*)	.611(*)	.230(**)	.613(**)	.620(*)	.591(**)	.540(**)
Skill Utilisation	.369(*)	.430(**)	.436(**)	.479(**)	.455(*)	.375(**)	.467(**)	.479(*)	.405(*)	.152(*)	.406(**)	.424(*)	.350(**)	.382(**)
Loyalty	.379(*)	.372(**)	.379(**)	.349(**)	.339(*)	.340(**)	.363(**)	.344(*)	.313(*)	0.121	.308(**)	.329(*)	.305(**)	.267(**)
Continue even if another offer	.628(*)	.607(**)	.571(**)	.632(**)	.697(*)	.606(**)	.635(**)	.659(*)	.576(*)	.257(**)	.574(**)	.628(*)	.643(**)	.630(**)
Exit Policy	.548(*)	.535(**)	.508(**)	.595(**)	.580(*)	.589(**)	.565(**)	.603(*)	.590(*)	.278(**)	.572(**)	.588(*)	.481(**)	.524(**)
Grievance Handling	.582(*)	.595(**)	.558(**)	.557(**)	.548(*)	.579(**)	.580(**)	.555(*)	.551(*)	.278(**)	.571(**)	.588(*)	.522(**)	.489(**)
Values	.413(*)	.390	.382	.373	.35	.363	.388	.34	.37	.204	.357	.37	.390	.377

employee	*)	(**)	(**)	(**)	5(*	(**)	(**)	8(*	5(*	(**)	(**)	3(*	(**)	(**)
s					*)			*)	*)			*)		

Correlation was used to analyze the relationship between HR practices and Job satisfaction.

In order to understand the relationship among various variables taken for Job satisfaction and HR practices, Pearson’s correlation was computed. Preliminary analysis revealed that there were no violations of the assumptions of linearity and all associations were found to be significant at 95% level.

Strong Correlations: The best correlation was seen between Satisfaction with the whole organization and information by superiors on job performance i.e. 0.701. Next few examples of good correlations were seen to be 0.653,0.650,0.656 in between my opinion counts and opportunity my job provides for interaction, cultural activities and completing tasks and appropriate plans and feedback respectively. This shows that such examples show a strong correlation between HR practices and Job satisfaction. Majority of the correlations are strong in between them.

A few correlation were seen to be in between loyalty and opportunity for independent thoughts i.e. 0.121. Other such examples are correlation between skills utilized and independent thought, transparency and independent thought, training hours and pay, security etc.i.e. 0.15 ,0.143, 0.151 and 0.167 respectively.

Inspecting and observing all Pearson’s correlations we can see that the organization has to work on making appropriate plans, HR demand forecasting, opportunity for independent thought, training hours, transparency, skills appropriately used, pay and security majorly.

SIGNIFICANCE: Observing the correlation the majority of the significance values are 0.00 or less. Hence, the significance between the majority of HR practices and Job satisfactions are strong and “*positively correlated*”.

Recommendations

When it comes to HR practices, the organization needs to work on the number of training hours given to the new employees. From the survey, it seems to be one of the major concerns of all the employees. The organization needs to put in more efforts on career planning for their employees. The employees are not happy about the way the planning is done. The employees are not very satisfied with the fringe benefits. The organization needs to be more transparent regarding their HR practices. The organization needs to utilize the skills of the employees in appropriate way. Employees are being under used or the satisfaction of a job well done is missing among the employees. The organization strongly needs to work on HR practices which give the employees a sense of belonging to the organization and being more loyal to it. The organization has to work on expressing the value of an employee. The organization has to provide more & more opportunities for an employee involving their job having more opportunity for independent thought and action. The organization needs to seriously work on making the employees get a sense of security from their jobs when the employee gets enough security from his job, he tends to be more satisfied with his job. The organization needs to review the pay scale of employees as there is a sense of under paid jobs in the employees which is leading to their dissatisfaction.

Conclusion

The objective of the case study was to study the relation between HR practices & Job Satisfaction at NWKRTC Hubli. The study helped in knowing the employees understand the HR practices & the level of Job satisfaction and their correlation. Through my study, survey and analysis i have found that majority of the employees are not satisfied with HR practices. The sense of Job satisfaction is low. The employees are not happy with pay. Job security, training, induction they are getting at the organization. The employees would be happier if their skills are used properly, there is more transparency in HR practices and get better fringe benefits. The employee will be more satisfied if they feel they are part of the organization or they belong to the organization. To conclude that the HR practices/ policies should be reviewed, revised, improvised according to the employee-employer needs.

Hence the Hypothesis (H_0) is proved i.e. “There is a positive correlation between HR Practices and Job Satisfaction “

Limitation of the study

This study has a number of limitations: All findings are based on the information provided by the respondents, and are subject to the potential bias and prejudice of the people involved. The scope of the study is restricted to the study of employees in NWKRTC, and places particular focus on workers within Central office and depot of NWKRTC. As such, the findings may change if the study were to be applied to a different area, demographic landscape or economy. The extent to which the objectives of the study could be reached was affected by time limitations.

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