9.1. Introduction

The present research work unveils the linkage between HR Practices, organisational trust, personal values and organizational commitment of banks managers. It validates the same with banking industry that includes the warp and weft of private sector banks, specifically, the old and new generation private sector banks. This chapter discusses the major findings, conclusions and suggestions. The researcher has succeeded to draw certain logical findings of the present study on the strength of analysis and interpretation. The major findings which emerged from the study are presented in the light of various objectives and subsequently appropriate suggestions are made.

9.2. Framing of Objectives of the Study

The overall objective of the study was to adding knowledge to the existing area of discipline i.e., linkage of HR practices, organizational trust, personal value and organizational commitment in the private sector banking industry. The focus was to study how far the organizational commitment is being influenced by managers perceptions of HR practices, organizational trust and their personal value. In detail, the study was focused on how organizational trust plays a mediating role in the relation between the selected HR practices and managers organizational commitment, the moderating role of managers personal value in between organizational trust and organizational commitment. In banking sector too, for a relationship to exist between employees and the bank only when the bank provides good HR practices including job security, good payment system, training and development, professional and personal advancement, employee participation etc. to the former. Banks must try to retain the employees by providing outstanding working atmosphere to the employees than that of its competitors otherwise they would try to switch from the working company. Banking sector has emerged as one of the major drivers of the Indian economy as is evident from the phenomenal growth in the size, spread and activities undertaken by the banks especially in the midst of globalisation. The sector is in
the grip of profound changes because of the dynamism of the social and economic environment. In the economic environment context, there are a lot of structural and regulatory changes taking place in banking sector, in addition to all the rapid technological changes being made. The regulatory changes have resulted in the creation of a more integrated global banking market. The structural changes have made banks more competitive by allowing them a greater range of activities. The technological changes have resulted in making banks to re think their strategies regarding their services. But it is also true that when compared with the past, bank employees today are more knowledgeable, expect job security, good payment system, training and development, professional and personal advancement, employee participation, interpersonal harmony and good working conditions. The maturing markets and global competition are forcing banks to explore the trust and commitment of employees to the organization and their retention.

Under increasing competitive pressures, banks are directing their strategies towards increasing employee satisfaction and loyalty through improved HR practices. HR practices plays a significant role in banks and the importance of HR practices in the development of relationships between the banker and its employees has been recognized in the related literature, as employees organisational commitment is significantly influenced by the quality of HR practices. In the study, managers of private banks observe and evaluate the process as they experience the different employee oriented practices they receive and form perceptions about HR practices. The private banking sector is large enough to capture and represent all the critical aspects of HR practices that banks may consider as indicators of managers organizational trust and organisational commitment.

However, there appears to be no consensus among researchers regarding the measurement of quality of various HR practices, organizational trust and employee personal value and their influence on organizational commitment.
Managers often experience certain situations that sensitize them to some negative aspect in their relationship with their banks. These situations could arise from changes in the HR practices, attitude towards them and from their own personal values. Above all, changes in the market or some incident of the bank having dealt poorly with a manager. In the today’s competitive environment, managers no longer tolerate poor behaviour from the banks and they expect good from their banks.

Banking is an industry where banks traditionally have long term relationships with employees. The strength of relationship is affected by the degree of commitment between the employee and the bank. In the private banking sector, relational, contractual and psychological bonds exist between the bank and employees due to various reasons. These bonds bind the employees to the banks. It was in the light of this background this study was undertaken with the following research questions:

9.3. Research Questions

1) How far the perceived HR practices differs among the managers of old and new generation private sector banks?

2) How far the managers organisational commitment varies between old and new generation private sector banks?

3) What is the inter-relationship between HR Practices, organisational trust and organisational commitment?

4) To what degree managers organisational trust mediates in HR Practices and organisational commitment?

5) Do managers personal value moderates in organisational trust and organisational commitment positively?

6) To what extend the demographic factors related with organisational trust and organisational commitment?
7) Can a conceptual model be built to signify the influences of HR Practices, organizational trust, personal value on organisational commitment?

For addressing the questions of the study, the researcher was put forwarded the following objectives;

9.4. Objectives of the Study

9.4.1. Major Objective

To study the linkage of HR practices, organizational trust, personal value on organizational commitment among the managers of old and new generation private sector banks in Kerala.

9.4.2. Specific Objectives

1) To study the selected HR practices of old and new generation private sector banks.

2) To study the managers organisational commitment of selected old and new private sector banks.

3) To examine the inter relationship between HR practices, organisational trust and organisational commitment among the managers of private sector banks.

4) To assess the influence of mangers organisational trust in the relationship between HR practices and organisational commitment.

5) To assess the effect of managers personal value in the relationship between organizational trust and organizational commitment.

6) To study the relationship between managers demographic factors and organisational commitment.

7) To develop and statistically validate a model linking HR practices, organisational trust, personal value and organizational commitment.
9.5. Hypotheses

For the purpose of exploring the above mentioned objectives, the researcher proposed 30 hypotheses for the study. The mediation effect of organisational trust and moderation effect personal values towards managers organisational commitment was also hypothesised in the study. The following are the hypotheses used for the study;

H$_1$ There exist significant differences in HR practices perceived by managers of old and new generation private sector banks.

H$_2$ There is significant difference in managers organisational commitment among old and new generation private sector banks.

H$_3$. HR practices positively related to managers organisational commitment in old and new generation private sector banks.

H$_{3a}$ There exist significant relation between employee participation and organisational commitment.

H$_{3b}$ There exist significant relation between training & development and organisational commitment.

H$_{3c}$ There exist significant relation between information sharing and organisational commitment.

H$_{3d}$ There exist significant relation between professional & personal advancement and organisational commitment.

H$_{3e}$ There exist significant relation between interpersonal harmony and organisational commitment.

H$_{3f}$ There exist significant relation between job insecurity and organisational commitment.

H$_{3g}$ There exist significant relation between payment system and organisational commitment.
H₃b There exist significant relation between working conditions and organisational commitment.

H₄ HR practices positively related to managers organisational trust.

H₄a There exist significant relation between employee participation and organisational trust.

H₄b There exist significant relation between training & development and organisational trust.

H₄c There exist significant relation between information sharing and organisational trust.

H₄d There exist significant relation between professional & personal advancement and organisational trust.

H₄e There exist significant relation between interpersonal harmony and organisational trust.

H₄f There exist significant relation between job insecurity and organisational trust.

H₄g There exist significant relation between payment system and organisational trust.

H₄h There exist significant relation between working conditions and organisational trust.

H₅ There exist significant relationship between organisational trust and organisational commitment.

H₆ Manager’s organisational trust has a mediating role between HR practices and organisational commitment.

H₇ Manager’s personal value moderates the relation between organisational trust and organisational commitment.
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H8 There exist a significant relationship between demographic factors and organisational commitment.

H8a There exist a significant relationship between age and organisational commitment.

H8b There exist a significant relationship between gender and organisational commitment.

H8c There exist a significant relationship between marital status and organisational commitment.

H8d There exist a significant relationship between manager’s experience and organisational commitment.

H8e There exist a significant relationship between manager’s education and organisational commitment.

H8f There exists a significant relationship between number of companies worked with that of organisational commitment.

H8g There exist a significant relationship between manager’s number of children and organisational commitment.

By focusing on the private banking sector and making use of this study as a reference, the results and findings can be extended to other service organizations as well. From a theoretical perspective, the study will help in understanding and managing the managers behavior on the basis of the managers perception of HR practices. From psychological perspective, it would help to know the managers personal value which influences organizational commitment. From a practical perspective, this study would propose and statistically validate a model linking HR practices, organisational trust, personal value and organizational commitment which can be adopted as an effective model in understanding employees commitment behaviour. The following are the significant findings of the study;
9.6. Findings

- **Personal Profile**

  The demographics of the respondents reveal that 64 percent of the managers are representing the old generation private sector banks and the rest 36 percent are taken from the new generation private sector banks. The chunk of respondents representation are males than females i.e.; out of the 343 respondents 191 managers were male and 152 were female. The majority of the managers i.e.; 41 percent are belonging to the age group of 38-42 and 32 percent come under the category of 32-38. Majority, i.e., 41 percent of the total managers come under the 38-42 age group. As compared to old generation banks, it is found that young managers are more in the new generation banks and majority (58%) of the managers are married. It was observed that the majority of managers are graduates. Out of the total managers interviewed, majority, i.e., 50 percent have no child and hence they would more attached to their job. Most of the managers have total professional experience of less than six years. Majority of the managers have had prior working experience in service companies.

- **Research Objective 1**

  *To study the selected HR practices of old and new generation private sector banks*

  - The first subsidiary research objective, i.e., to study the selected HR practices of old and new generation private sector banks, was studied through the mean score of each item of HR practices. Each item in the HR practices of private sector banks have above the average mean score 3.00. That is, HR practice interpersonal harmony have got the maximum mean score (3.98). Professional and personal advancement, the other HR practice which have scored 3.89. Next highest mean score is for training and development. But the least mean score was
got to the job insecurity, i.e., 3.50 and 3.53 is for payment system. Since it is found that the managers’ perception is high on HR practices.

- T test was used to examine whether manager’s perception on HR practices differs in old and new generation private sector banks. The result of t-test at 5% level shows perception on HR practices does not varies among the managers of old and new generation private banks which mean that there is no generation wise disparity among the managers in perception on HR practices followed by the banks.

➢ Research Objective 2

To study the managers organisational commitment of selected old and new private sector banks

- In order to investigate the second subsidiary research objective, i.e., to study the managers organisational commitment of selected old and new private sector banks, the researcher has developed a hypothesis to test manager’s organisational commitment among the old and new generation private sector banks. The result of t-test at 5% level shows that the organisational commitment not varies among the managers of old and new generation private banks. That is, we cannot say that managers organisational commitment is high in old generation private banks or low in new generation banks and vice-versa.

➢ Research Objective 3

To examine the inter relationship between HR practices, organisational trust and organisational commitment among the managers of private sector banks

- The third research objective was concerned with the relationship between the HR practices, organisational trust and organisational commitment. In order to investigate the relationship between the HR
practices and organisational commitment, correlation analysis was used. The correlation matrix indicates a positive relationship between all HR practices and OC (r = .622, p < .05). The findings suggest that greater use of HR practices would make the employees more committed to the organization.

- To test the item wise relationship between HR practices and organizational commitment, multiple regression analysis was used. It is found that the linear combination of the HR practices explained about 43.5% of the variance in OC, $F = 29.776; p < .05$. However, out of eight HR practices, employee participation ($\beta = .135, t = 2.757, p < 0.05$), information sharing ($\beta = .194, t = 3.894, p < 0.05$), payment system ($\beta = .180, t = 3.748, p < 0.05$) and working condition ($\beta = .353, t = 7.112, p < 0.05$) were found to significant predictor of organizational commitment. The findings indicate that managers have high organisational commitment based on their good payment system, assured employee participation, effective information sharing and favourable working condition.

- The multiple regression result shows that training & development ($\beta = .012, t = .227, p > 0.05$), professional & personal advancement ($\beta = .019, t = .392, p > 0.05$), interpersonal harmony ($\beta = .073, t = 1.568, p > 0.05$) and job insecurity ($\beta = .056, t = .1275, p > 0.05$) were found no significant effect on organisational commitment.

- The correlation matrix was used to study the relationship between HR practices and organisational trust. The finding shows a positive relationship between HR practices and organisational trust (r = .578, p < .05). It indicates that effective HR practices leads to employee’s organisational trust.
To test the item wise relationship between HR practices and organizational trust, multiple regression analysis was used. It was found from the analysis that the linear combination of HR practices explained approximately 41% of the variance in organisational trust, \( F= 26.411; p < .05 \). Of eight HR practices, employee participation (\( \beta = .323, t = 6.451, p < 0.05 \)), training and development (\( \beta = .161, t = 3.070, p < 0.05 \)), payment system (\( \beta = .171, t = 3.462, p < 0.05 \)), and working condition (\( \beta = .149, t = 2.924, p < 0.05 \)) were found to significantly contributed to organisational trust. The results of the study point out that manager’s have high organisational trust based on their payment system, encouraged employee participation, more space to training and development and good working conditions.

The multiple regression shows that information sharing (\( \beta = .081, t =1.592, p > 0.05 \)), professional & personal advancement (\( \beta = .028, t = .545, p > 0.05 \)), interpersonal harmony (\( \beta = .016, t = .334, p > 0.05 \)) and job insecurity (\( \beta = .025, t = .556, p > 0.05 \)) were found no significant effect on organisational trust.

Correlation analysis result shows a positive relationship between OT and OC. The finding shows there is high correlation between OT and OC.

**Research Objective 4**

*To assess the influence of managers organisational trust in the relationship between HR practices and organisational commitment*

The fourth objective was looked at the mediation role of organizational trust between HR practices and organisational commitment among the managers in the selected old and new generation private sector banks in Kerala. For the purpose of testing the mediation role of organisational trust, Sobel test was used. This test is based on ‘t’ statistic that provides a method to determine
whether the changes in the effect of the independent variable, after including the mediator in the model, is shows a significant change and therefore whether the mediation effect is statistically significant between the independent and dependent variable. The Sobel test result shows that the coefficient is greater than 1.96, and the probability value is significant. So, it is concluded that the changes in the ‘t’ statistic (HR → COMT, \( t = 14.139 \)) between the independent variable to dependent variable after introducing the mediation variable (HR → COMT (M) \( t = 10.036 \)) is significant which means that there is a mediation in the model. Before introducing the mediation in the model, the direct path coefficient between independent variable to dependent variable is 0.624. Even though, after introducing the mediation variable in the model, the direct path coefficient has reduced to 0.541, but the ‘t’ statistic of the path is still significant as ‘t’ = 10.036, which is greater than 1.96. So it is found that organisational trust partially mediates in HR practices and organizational commitment.

➢ **Research Objective 5**

*To assess the effect of managers personal value in the relationship between organizational trust and organizational commitment*

- Research objective five was aimed at to test the moderation role of the personal value in order to identify the significant changes in the strength of the relationship between organizational trust and organizational commitment. WARPPLS.4.0 was used to test the same. The moderating effect of personal value was assessed by comparing the determination coefficient \( R^2 \) of the model without moderating effect with the \( R^2 \) of the model including the moderating effect. In the first model, the coefficient of determination is 21% while in the model with personal value, the \( R^2 \) value is 26%. It is found that the
path coefficient of organisational trust to organisational commitment without moderation is 0.46 and with moderation is 0.49, which indicating the relation between organisational trust and organisational commitment under the moderating influence of personal value was significant at 0.01 level. The moderating influence of personal value was found to be significant at 0.01 level of significance (p<0.01) and the path coefficient was positive (β = 0.22). Therefore, it is convinced that the moderation effect of manager’s personal value is significant between organizational trust and organizational commitment. It indicates that managers with high personal value will definitely influences on organisational commitment.

➢ Research Objective 6

To study the relationship between manager’s demographic factors and organisational commitment.

• The sixth objective of the study was concerned with relationship between the demographic variables such as age, gender, marital status, number of companies worked prior to the present organisation, manager’s education, experience, number of children and organisational commitment. T test and one way ANOVA was used to investigate the relationship between the demographic variables and organisational commitment. One – way ANOVA is used to test whether there is a significant difference between organizational commitment and age of managers. No significant difference is found between commitment and age factor (p value - .110).

• It is found from the t-test that there is no significant difference between bank managers gender and organizational commitment (p value - .141). Thus, it confirmed gender disparity has no effect on organizational commitment among bank managers. Both female and male managers are committed to the organization alike.
• It is found that managers marital status, the demographic variable is not related to organizational commitment (p value - 0.704 > 0.05). It indicates that marriage is not a criteria which influence the employee organizational commitment.

• The result of one way ANOVA reveals that there is a significant difference between the educational level of bank managers and organizational commitment (p value- .002<.05). Further, Post Hoc test was applied to verify which group has significant difference. It shows that the mean score for graduates is significantly different from professional degree holders (mean difference is 2.02). While, post graduates do not differ significantly from either graduates or professional degree holders. It is inferred from the result that managers who had low levels of education have organisational commitment.

• For this purpose testing the relationship between managers length of service and organizational commitment one way ANOVA was used. It is found that there is no significant relationship between managers length of service and organizational commitment at any level of experience (p value - 0.895 > 0.05). Thus, it is inferred from the study that experience in the present organisation does not have much influence on managers organisational commitment.

• One way ANOVA was used to analyse whether there exists any significant difference between the employees organisational commitment with respect to their previous experience in other companies. It is clear that the obtained p-value is 0.578, which is not significant at any level, which indicates that irrespective of number of companies worked, manager’s organisational commitment is more or less same.

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By using one way ANOVA, it was tested the relationship between managers number of children and their organisational commitment. From the result, it is found that the obtained p-value is 0.112, which is not significant at any level. This result indicates that managers number of children is not an influencing variable of organisational commitment.

To put into nutshell, despite of all other demographic variables taken for the study, only one demographic variable, i.e., educational qualification proves a significant relationship with organisational commitment. This indicates that managers educational qualification influences organisational commitment. The result of different demographic variables and organisational commitment is contrast with the findings of (Amangala, 2013, Iqbal, 2010, Jena, 2015, Mathebula, 2004, Kanchana & Panchanatham, 2012).

➢ Research Objective 7

To develop and statistically validate a model linking HR practices, organisational trust, personal values and organizational commitment.

In order to find out the linkage of HR practices, organisational trust, personal value on organizational commitment, a research model was developed and the result of analysis shows that the entire path in the model were significant. A detailed analysis was done by using WARPPLS 4.0 to statistically validate the conceptual model. The linkages between HR practices, organisational trust, personal value and organisational commitment were explored through testing of various sub models.

The eight dimensions of HR practices together explained 42 percentage of the variation in organisational commitment. HR practices were found to have a significant influence on organisational commitment (p<0.01). It has a positive relationship (β= 0.51) with organisational commitment which indicates that as the HR practices increases, the organisational commitment of managers also
increases. It also indicates that one unit change in the HR practices would change organisational commitment by 0.51 units. With regard to organisational trust, 36 percentage of the variation explained by HR practices. The relation between HR practices and organisational trust was significant at 0.01 level (p<0.01) and the path coefficient was positive (β = 0.60), indicating that higher the HR practices, increases the managers organisational trust.

The relation between organisational trust and organisational commitment with moderating influence of personal value was significant at 0.01 level and the path coefficient was (β = 0.18), indicating that higher organisational trust would increases the organisational commitment. The moderating influence of personal value was found to be significant at 0.01 level of significance (p<0.01) and the path coefficient was positive (β =0.12). Since it is a significant path coefficient of an effect that moderates in a direct relationship, the relationship between organisational trust and organisational commitment will go up as personal value increases. This implies that the interaction between personal value and organisational trust have influence on organisational commitment. That is, more will be the organisational commitment if employees who possess high personal value.

![Figure 9.1. Validated research model](image)

**Figure 9.1. Validated research model**

Linkage between HR Practices, Organisational Trust, Personal Value and Organisational Commitment: A Study in Private Sector Banking Context
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The figure 9.2 shows the hypothesised research model with significant relationship between variables.

![Figure 9.2. Hypothesised research model](image)

9.7. Suggestions of the Study

To meet the challenges of globalization in the banking sector especially, in the private sector banks and to remain competitive throughout, the banks needs to constantly update its HR practices that demand the changing global environment. That is, an appropriate and effective HR practices in the private sector banking industry can make that difference. The present study was aimed to analyze these HR practices, to find out how it can help the private sector banking industry to combat the future challenges including the organizational
trust and organizational commitment of the employees. Hence the present study makes following suggestions

- It has been observed from the study that HR practices are given due consideration in all the private banks under study. The managers perception on HR practices is high as the mean scores of each item in the HR practices were observed to be above average. This is a healthy sign. From the prevalent eight HR Practices which received a good response from the managers such as Training and Development, Employee Participation, Information Sharing, Professional and personal advancement, interpersonal harmony and Working conditions. If these practices are continued and enhanced keeping in pace with the changing global banking environment, better results could be achieved. That is, managers commitment towards the organization can be improved with the improved HR management practices in pace with the changes in the business environment and the same would be helpful to reduce employee turnover.

- Even though the mean score is above average for HR practices, job insecurity (3.50) and payment system (3.53), which are the least scored items in the HR practices. Hence the banks can take necessary steps to re-engineer and focus these two HR practices, which would be helpful to improve manager level organisational commitment towards the organizations.

- In today’s global competitive environment, the management can’t leave the nature of the HR system, i.e., the actual HR policies and practices through which they usually try to create a high performance work system with high level of trust and commitment among the employees. The high performance work system is a set of HR policies and practices that maximize the employee’s competencies, trust, commitment, abilities, performance etc. In practice, this means each
HR practice produces measurable superior results. But the study reveals that Training & development, Professional & personal advancement, interpersonal harmony and job security was not makes significant relation with organisational commitment. Hence it is suggested that good training & development practice, more space to professional & personal advancement, promising interpersonal harmony, least job insecurity issues and effective information sharing system combined with new technology will produce more satisfied, trustworthy and committed employees.

While measuring the Managers Organizational Commitment through the scale developed by Allen & Meyer, it was observed that the overall Organizational Commitment in the private sector banks under study were not at all very high. Therefore, a better working climate should be created by being honest to employees, treating them fairly, protecting their job, helping in their professional & personal development and ensuring good working conditions through a process of re-engineered HR practices, regular consultation, participation in management etc. The HR Practices must emphasize on employee organizational commitment. Employees cannot be expected to be committed unless the management demonstrates that it is committed to them. It was observed from some studies that the managers did not feel like a part of the family in their respective organization and did not feel emotionally attached or belonged. They did not feel unethical to switch from one organization to other. These factors are, henceforth alarming the organization from organizational commitment point of view. Hence, the contribution of HR department to develop organizational trust and organizational commitment becomes very important. In short, the banking organizations must try to re-engineer the process of HR practices from time to time to keep on employees committed and trustworthy.
The finding of the study shows that the organisational commitment does not vary among the managers of old and new generation private banks. In particular, the HR practices of these generation banks do not make much difference on organisational commitment or we cannot say that managers organisational commitment is high in old generation private banks or low in new generation banks and vice-versa. So the banks, especially in the privatized global competitive environment, should implement generation wise attractive working environment policy, job involvement activities and HR practices to improvise the employee’s organizational commitment.

The effect of mediation of organizational trust was tested in the study. It is found that there exist a partial mediation of organizational trust in between HR practices and organizational commitment. It is evident that employee trust is an important and essential variable in the development of organizational commitment. Specifically, if employees are more trustworthy, they will be more committed. So the private sector banks should treat the employees in such a way that would inculcate trustworthy behavior among the employees to increase their level of commitment.

Personal value, another independent variable that influences employee’s organizational commitment. In the study, personal value was taken as moderating variable and its effect was tested. The study identified that there exist a significant moderation effect of personal value on organizational commitment. That means, irrespective of the HR practices followed by the private sector banks, employee personal value is another influencing factor of organizational commitment. More clearly, not only the HR practices, but also the personal value influences employee’s organizational commitment. Hence, the private sector banks should bear in mind that an employee with high personal
value would be more committed to the organisation. They can also take initiatives to instill personal values among the managers during their working career.

9.8. Implications of the Study

The study on linkage between human resource practices, organizational trust, personal value and organizational commitment in private sector banking context appends researcher efforts to understand the relationship between organizational commitment and organizational factors such as HR practices, personal factor, organizational trust and behavioral factor, i.e., personal value. This study contributes a new direction in the research on organizational commitment by opening up a debate on the importance of HR practices in the development of organizational commitment. The fact that, significant correlations were found between organizational commitment and HR practices can assist with the understanding of how HR practices can be utilized in managing desirable types of organizational commitment. The study also contributes to our understanding of the importance of HR practices in building organizational trust and organisational commitment.

HR practices, actually concerned with the professional and personal development of the employee, training and development opportunities, payment system, information sharing, participation in management, job security, interpersonal harmony and good working conditions are very essential in the development of employee’s organizational trust and organizational commitment in banking context.

From this study, it appears that demographic factors, both personal factors and organizational factors do not have a statistically significant role in the development of organizational commitment in private sector banking setting. So the human resources management department of the banks should rather focus on HR practices, an attempt is to be made to build the right type of
organizational commitment based on employee’s personal and demographic factors.

Empirical evidence appears to support the view that HR practices, organisational trust and personal value of employees can influence the development of organizational commitment. Organizations that require their employees to develop organizational commitment should provide a supportive work environment, which creates a mutually beneficial environment. This has practical implications for employers. That means, organizations should demonstrate their commitment to the employees. For that, they should however, select and adopt HR practices that would contribute employee’s perceived organizational commitment. Employee’s personal value is an important factor which also influences employee’s organizational commitment. Over time, this piece of information would be a very valuable resource for identifying the appropriate methods to be applied to gain employee’s organizational trust and organizational commitment in any organizational set up.

9.9. Academic Contribution of the Study

The study provides valuable insights to researchers and academics on the intricacies of manager’s organizational commitment in the private banking service industry. A contribution of this work to literature is that it has developed and statistically validated a research model, linking the HR practices, organisational trust and personal value on organizational commitment. The earlier related literature gives the linkage model except the variable personal value. But this model is one which measure managers perceived HR practices incorporating the organizational trust in private sector banking context and considers personal value as a moderator of organizational trust and organizational commitment. The study uncovered the selected personal and growth oriented HR practices that include those variables which are addressed by extent literature and also those that are overlooked by literature and perceived as important by managers under study. The study provides empirical
evidence about the organizational commitment or the factors which influence or lead to the organizational commitment. However, the model developed has help to simplify the process. There is little research that deals with a relationship perspective by incorporating HR practices, organisational trust (as mediator), and personal value (as moderator) on organizational commitment. The job providers, here the banks are usually caught in the narrow belief that good HR practices, good working atmosphere and other employee personal value are the only practices available to them to retain the employees with organizational trust and commitment. Empirical evidence to demonstrate how the different HR practices that mitigate managers intention to switch or in other sense, what are HR, other related practices and factors that influence the employees to retain in the banks with organizational trust and commitment also a contribution of the work.

9.10. Scope for Further Research

While conducting the research, the researcher could not able to touch with some aspects of the area due to many reasons. So that, while considering various factors and other aspects of the area of discussion, there is a great scope for further research. The following are the suggestions for future research:-

1) A comparative study of the linkage between HR practices, organizational trust, personal value and Organisational Commitment of employees in old and new generation private and public sector banks in Kerala can be conducted.

2) The present study considered only six Private Banks (SIB, Federal bank, Dhanlakshmi bank, ICICI, HDFC, and AXIS). Other Public, Private and Foreign banks can also be considered for future research.

3) An extension of this study can be conducted by incorporating other variables such as employee integrity, employee retention and turnover, quality of work life, job satisfaction, organizational citizenship behavior performance etc.
4) A comparative study of employees of banking sector and other sectors can be conducted.

5) More HR Practices that affects Organizational Commitment of employees can be studied individually as a complete research work to get more accurate results.

6) In depth study on Organizational Commitment of all cadres of employees can be studied in banking as well as other sectors.

7) The various dimensions of organizational trust and organizational commitment wise study were not done in the research paving the way for future research.

8) The researcher also felt that a need exists to study the behavioural and psychological aspects which motivate employees on organizational commitment.

9.11. Conclusion

The study on linkage between HR practices, organizational trust, personal value and organizational commitment has a great significance in private sector banking context as it provides valuable information on HR Practices in present privatized global competitive environment. The study highlights the appropriateness of HR Practices and their relationship with Organizational Commitment among the managers of private banks. The study was also compared the commitment level of managers in both old and new generation private sector banks. The study also tried to analyse the mediation effect of organizational trust between HR practices and organisational commitment and moderation effect of personal value in between the organisational trust and organizational commitment. Again, it was developed and statistically validated a conceptual model linking HR practices, organisational trust, personal value and organizational commitment. The study suggests that both the banks can implement the good HR Practices followed by other banks and can try to
improve the level of organizational commitment. This will have far reaching implications for private banks in terms of specific areas being identified for further development. To put into nutshell, if the services as well as industrial organizations give more attention to those aspects of their HR Practices, which had been ignored earlier, with a re-engineered way and considers the personal values can generate better results on employee’s organizational trust and organizational commitment.