THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT PRACTICES AND JOB SATISFACTION:
A Case of Telecommunication Firm in Saudi Arabia

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A Case of Telecommunication Firm in Saudi Arabia

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ABSTRACT

Previous studies have documented the impact of HRM practices on employees’ job satisfaction. Also, it has been found that HRM practices play a significant role in predicting employees’ job satisfaction. However, it is argued in this thesis that very limited number of studies have been conducted on the relationship between HR practices and employee job satisfaction in the perspective of developing countries in general, so this study aimed at investigating whether HRM practice have a positive impact on employees’ job satisfaction in one of telecommunication company called Zain located in Saudi Arabia. To this end, 97 respondents working in Zain telecommunication company located in Saudi Arabia were selected to participate in the study. Job satisfaction was measured by the 15-item developed by wright and cropanzana (1998). HRM practices was measured by the 26-items This instrument have 7 items to measure staffing, 7 items to measure training & development, 7 items to measure performance appraisal and 5 items to measure the compensation. The instruments for HRM practices was measured by using the 5-item questionnaire developed by (Singh, 2004 & Qureshi M Tahir, 2006). The findings revealed that HRM practices was statistically and significantly related to overall job satisfaction. training & development was found to be the best predictor of job satisfaction. The limitations of this study and the recommendations for future research are also discussed.

Keywords: HRM practices, staffing, training and development, performance appraisal, compensation, employee job satisfaction, Zain telecommunication company.
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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

Nowadays we are living in an era where the business world has become a village and the business organizations are facing strong competition from around the globe. The most important source of competitive advantage for any company is its human resources (Becker & Huselid, 1998). When it comes to developing countries like Saudi Arabia, the role of human resources is observable only in those companies which are either knowledge organizations or are technology intensive organizations. One sector which has shown great performance can be attributed to its use of technology made possible by its competitive and innovative Human Resource practices is the telecommunication sector.

Human resource management practices faces challenges of bringing better fitted workers into the organizations and meeting the workers’ needs and expectations. Thus, there is a compelling demand to develop better ideas, strategies to improve the interface between employees and employers, and to elaborate comprehensive insight that can help human resource managers get better results and improved employees job satisfaction (Vigoda & Cohen, 2003). The relationship between human resource management (HRM) and employee job satisfaction has received extensive considerable attention from researchers in recent years (e.g., Li, Zhao, & Liu, 2006; Sanchez, Jimenez, Carnicer, & Perez, 2007; Lin & Chen, 2007).
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