

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE  
MANAGEMENT PRACTICES AND JOB SATISFACTION:  
A CASE STUDY AMONG CIVIL SERVANTS IN PUTRAJAYA.**

**ANISAH BINTI ABAS @ HAMDAN**

**UNIVERSITI UTARA MALAYSIA**

**2014**

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT  
PRACTICES AND JOB SATISFACTION: A CASE STUDY AMONG CIVIL  
SERVANTS IN PUTRAJAYA**

A project paper submitted to the Othman Yeop Abdullah Graduate School of  
Business, Universiti Utara Malaysia in partial fulfilment of the requirement for  
the degree of Master of Human Resource Management

By

**ANISAH BINTI ABAS @ HAMDAN**

## **DISCLAIMER**

The author is responsible for the accuracy of all opinion, technical comment, factual report, data, figures, illustrations and photographs in the dissertation. The author bears full responsibility for the checking whether material submitted is subject to copyright or ownership right. University Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report and other technical and factual information and the copyright or ownership right claims.

The author declares that this dissertation is original and his own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) for publishing if necessary.

Date:

Student Signature:

## **PERMISSION TO USE**

In presenting this project paper in partial fulfilment of the requirements for a postgraduate degree from Universiti Utara Malaysia, I agree that the University Library make a freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor(s) or, in their absence by the Dean of Othman Yeop Abdullah Graduate School of Business. It is understood that any copying or publication or use of this project paper or parts thereof for financial gain shall not be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my project paper.

Request for permission to copy or to make other use of materials in this project paper in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business  
Universiti Utara Malaysia, 06010 UUM Sintok  
Kedah Darul Aman

## ABSTRACT

The purpose of this study was to determine the relationship between Human Resource Management (HRM) practices and job satisfaction among civil servants in Putrajaya, Malaysia. Four independent variables namely compensation, performance appraisal, training and development and career advancement have been selected for this study. The employees from a front liner agency in Putrajaya been selected as a target population. The survey was conducted using questionnaire and distributed randomly to the respondents. A total of 300 questionnaires were distributed and only 200 sets were returned and useable.

Research findings revealed that there were a positive relationship between independent variables (HRM practices) and dependent variable (job satisfaction), however the regression analysis result indicate only three of the HRM practices namely compensation, performance appraisal and career advancement were significant with job satisfaction. Recommendations and implications for future research and practise have also discussed.

**Keywords:** *HRM Practices, Job Satisfaction, Civil Servant*

## ABSTRAK

*Tujuan kajian ini adalah untuk menentukan hubungan antara amalan Pengurusan Sumber Manusia (HRM) dengan kepuasan kerja di kalangan kakitangan awam di Putrajaya, Malaysia. Empat pembolehubah bebas iaitu gaji, penilaian prestasi, latihan dan pembangunan dan kemajuan kerjaya telah dipilih untuk kajian ini. Pekerja daripada agensi barisan hadapan di Putrajaya telah dipilih sebagai populasi sasaran. Kaji ini dijalankan menggunakan kaedah soal selidik dan borang soal selidik telah diedarkan secara rawak kepada responden untuk tujuan tersebut. Sebanyak 300 set borang soal selidik telah diedarkan dan hanya 200 set borang telah dikembalikan dan digunakan bagi kajian ini.*

*Hasil kajian menunjukkan terdapat hubungan yang positif antara pembolehubah bebas (amalan HRM) dan pembolehubah bersandar (kepuasan kerja), bagaimanapun hasil analisis regresi menunjukkan hanya tiga daripada amalan HRM iaitu gaji, penilaian prestasi dan kemajuan kerjaya mempunyai signifikansi dengan kepuasan kerja. Implikasi penyelidikan dan cadangan amalan masa depan juga turut dibincangkan.*

**Kata kunci:** *Amalan Pengurusan Sumber Manusia (HRM), Kepuasan Kerja, Kakitangan Awam*

## ACKNOWLEDGMENT



Praise to Allah SWT because finally I managed to complete a project paper for my studies in the field of Master of Human Resource Management with the title The Relationship between Human Resource Practices and Job Satisfaction: A Case Study Among Civil Servants in Putrajaya.

I would like to express my sincere gratitude and appreciation to Prof. Madya Dr. Chandrakantan s/o Subramaniam, who has been a great supervisor and adviser. His knowledge and guidance have greatly helped me in preparing and submitting this project paper.

My deepest gratitude goes to my beloved husband Mr. Fareed Firdaus bin Arund and my children, Nur A'delia and Ammar Raeef. Thank you for your love, support and understanding during my turbulent time in completing this program. The support from the whole family members are such invaluable that will never be forgotten.

Not forgetting to all UUM lecturers who were involved in my master degree's program. Thank you for all the useful knowledge and information gathered from you has enhanced my knowledge. To all my friends whom I met them at UUM, you have done a lot for me. Thank you very much.

Finally, thank you to all individual who are directly or indirectly assisting and involved in this study because without their cooperation and support, I am unable to complete this project paper.

## TABLE OF CONTENT

DISCLAIMER .....	iii
PERMISSION TO USE .....	iv
ABSTRACT .....	v
ABSTRAK.....	vi
ACKNOWLEDGMENT .....	vii
TABLE OF CONTENT .....	viii
LIST OF TABLES.....	xi
LIST OF FIGURE .....	xii
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 BACKGROUND OF THE STUDY .....	1
1.2 PROBLEM STATEMENT .....	5
1.3 RESEARCH OBJECTIVES.....	9
1.4 RESEARCH QUESTIONS.....	9
1.5 SIGNIFICANT OF STUDY .....	10
1.6 SCOPE OF STUDY .....	11
1.7 ORGANIZATION OF THE THESIS .....	12
CHAPTER TWO.....	14
LITERATURE REVIEW .....	14
2.1 INTRODUCTION.....	14
2.2 DEFINITION OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES.....	14
2.2.1 HRM Practices – Compensation .....	17
2.2.2 HRM Practices – Performance Appraisal .....	25
2.2.3 HRM Practices – Training and Development .....	26
2.2.4 HRM Practices – Career Advancement .....	29
2.3 DEFINITION OF JOB SATISFACTION .....	32
2.4 THE RELATIONSHIP BETWEEN VARIABLES .....	40
2.4.1 Relationship between HRM Practices and Job Satisfaction .....	40
2.4.2 Relationship between Compensation and Employee Job Satisfaction ..	42
2.4.3 Relationship between Performance Appraisal and Employee Job Satisfaction .....	45
2.4.4 Relationship between Training and Development and Employee Job Satisfaction .....	48



2.4.5 Relationship between Career Advancement and Employee Job Satisfaction .....	50
2.5 SUMMARY .....	51
CHAPTER THREE .....	52
RESEARCH METHODOLOGY .....	52
3.1 INTRODUCTION .....	52
3.2 RESEARCH DESIGN .....	52
3.3 RESEARCH FRAMEWORK .....	53
3.4 HYPOTHESIS .....	54
3.5 QUESTIONNAIRE DESIGN .....	54
3.6 QUESTIONNAIRE TRANSLATION .....	55
3.7 MEASUREMENT .....	57
3.7.1 Dependent Variable - Job Satisfaction .....	57
3.7.2 Independent Variables - HRM Practices .....	58
3.8 SAMPLING PROCEDURES .....	59
3.9 DATA COLLECTION .....	60
3.10 TECHNIQUE OF STATISTICAL ANALYSIS .....	61
3.11 PILOT TEST .....	62
3.12 SUMMARY .....	63
CHAPTER FOUR .....	64
FINDINGS .....	64
4.1 INTRODUCTION .....	64
4.2 FINDINGS .....	64
4.2.1 Reliability Analysis .....	64
4.2.2 Respondents' Profile .....	66
4.2.3 Descriptive Statistics .....	69
4.2.4 Hypothesis Testing .....	71
4.3 SUMMARY .....	76
CHAPTER FIVE .....	78
DISCUSSION, RECOMMENDATION AND CONCLUSION .....	78
5.1 INTRODUCTION .....	78
5.2 DISCUSSION .....	78
5.2.1 The Level of Job Satisfaction .....	79
5.2.2 The Relationship between Compensation and Job Satisfaction .....	80

5.2.3 The Relationship between Performance Appraisal and Job Satisfaction.....	81
5.2.4 The Relationship between Training and Development and Job Satisfaction .....	82
5.2.5 The Relationship between Career Advancement and Job Satisfaction .	84
5.3 IMPLICATION .....	85
5.4 RECOMMENDATION FOR FUTURE RESEARCH.....	86
5.5 RESEARCH LIMITATION.....	87
5.6 CONCLUSION .....	88
REFERENCES .....	90
APPENDIX 1: QUESTIONNAIRE.....	116

## LIST OF TABLES

Table 3.1	Questionnaire Design .....	55
Table 3.2	Pilot Study Reliability Test .....	62
Table 4.1	Reliability Statistics .....	65
Table 4.2	Frequency Distribution of Respondents' Profile .....	66
Table 4.3	Descriptive Statistics of Variables .....	70
Table 4.4	Interpretation of the r value .....	72
Table 4.5	Result of Pearson Correlation Coefficient .....	72
Table 4.6	Model Summary .....	74
Table 4.7	Coefficients .....	75
Table 4.8	Summary Result of the Multiple Regression Analysis..	76

## LIST OF FIGURE

Figure 3.1	Research Framework .....	53
------------	--------------------------	----

## CHAPTER ONE

### INTRODUCTION

#### 1.1 BACKGROUND OF THE STUDY

Today's work environment is undergoing a major shift; factors such as globalization, growing economies, and improved technology are constantly presenting new challenges and creating new opportunities for people. With these changes, people's perceptions regarding their jobs are also changing.

As the world is becoming more complex, the importance of job satisfaction and releasing human potential at every level of the organization becomes more and more important. This was realized by the psychologist McGregor over four decades ago. The current value of the McGregor's work has been described by Heil et al. (2000, p.3):

“...Those businesses that thrive today are not necessarily those with the most valuable resources, the greatest market share, or the most capital (though none of these hurt); rather, those businesses that are able to tap their human potential in the most productive manner are the ones who enjoy enduring success. This is the world that Douglas McGregor envisioned.”

Job satisfaction play an important role in maintaining organizational harmonious environment and its imperative is undeniable. There are many importance and benefits as to why an organizational should well preserved the sense of job satisfaction among its employees. It helps to increase in productivity, lowering turnover, inject creativity and innovation. Whereas, the inverse effect when employees experience job dissatisfaction it will demotivated them to work, portraying negative behavior, unproductive and more adverse effects.

When the question asked are most of the employees satisfied with their job. The answer seems to be a qualified “yes” in the United State, based on independent studies by Monthly Labour Review, November 1982 which is conducted among U.S workers over past 30 years generally indicate more satisfied with their jobs than not. However, based on the survey by Conference Board in 2006, it is reported that the level of job satisfaction among the American workforce shown that they were at least moderately satisfied with their jobs. According to the survey it shown that in 2006, the rate of job satisfaction is at 47% descending from the rate percentage in year 1987 (61%).

According to Awang, Ahmad and Zin (2010), an employee who is satisfied with his job would perform his duties well and be committed to his job, and subsequently to his organization. Thus, it is of utmost importance for employers to know the factors that can affect their employees' job

satisfaction level since it would affect the performance of the organization as well.

Vilares and Cohelo (2000) found that perceived employee satisfaction, perceived employee loyalty, and perceived employee commitment had a sizable impact on perceived product quality and on perceived service. According to their model, employee satisfaction not only affects employee commitment and employee loyalty, but it also has a twofold impact (i.e., direct and indirect) on critical customer satisfaction-related variables.

Normally employees are satisfied when they feel that they are rewarded fairly for the work they have done. The rewards include a variety of benefits and perquisites other than monetary gains. It is believed that when a person is satisfied with his or her job, the person will have the tendency to remain in the organization that he or her is belong besides, Robbins and Judge (2009) said organization with more satisfied employees tend to be more effective than the organization with fewer satisfied employees.

Malaysia is a developing country moving towards developed country by 2020. In pursuit of this goal, Malaysia is not immune from the challenges and obstacles. Therefore the government should harness the resources in realizing the goal. Efficient public service system and quality are critical to ensure all resources can be managed and distributed in a fair and economically. This task has entrusted to civil servants to implement all government policies in ensuring the sustainability of society and the country.

Public sector is now facing a changing dynamic environment characterized by the proliferation of technology, the impact of the global economic crisis and the challenges of globalization and liberalization of the global variables that can affect the performance of the country's competitiveness. The current scenario requires the public sector to set the standard first class service based on indicators and best practices that are world class as the basis for service delivery.

Increased in demand and expectation of the stakeholders, public sector need to make changes in line with the new definition of the concept of a transaction with people through the provision of services not only meet but exceed customer satisfaction expectations. Efforts should be made to polish performance or performance culture among civil servants.

The impact of human resource management (HRM) practices popularly known as HR practices on firm performance and employee behaviours has been a leading area of research in the developed world for years (Delaney & Huselid, 1996; Huselid, 1995; Katou & Budhwar, 2007; Petrescu & Simmons, 2008). But unfortunately, very limited numbers of studies have been conducted on HR practices in the perspective of developing countries in general (Schuler as cited in Budhwar & Debrah, 2001, Sing, 2004, Yeganeh & Su, 2008).

The concept that people are the organization's key source of sustained competitive advantage continues to be an overriding theme in the research



literature and a lever for HR practitioners (Grattan, 2000; Pfeffer, 1994; Barney, 1995). It is not surprising, therefore, that the link between HRM practices and employee and organizational performance has attracted considerable attention over the past decade both in the US (Huselid, 1995; Pfeffer, 1998) and the UK (Guest, 1997; Wood & De Menzes, 1998). The extent to which such a link has been 'proved' to exist in general, and in particular which, specific HRM practices lead to high performance continues to be debated.

## **1.2 PROBLEM STATEMENT**

Satisfaction level of the employees is very important because it directly impacts their performance on the job and HRM practices becomes the key to keep and raise the satisfaction level of the employees (James, 1996). Even though perceptions of HRM practices are implicated in a direct relationship with job satisfaction, only a few empirical studies have actually explored this relationship (e.g., Guest 2002). Although previous studies explained the important of HRM practices for employee's job satisfaction, a few studies discussed the relationship between them Leigh and Gill (1999), Appelbaum et al. (2000), Delaney and Godard (2001) are recent examples for the USA. Recent British research includes Addison et al. (2000), Addison and Belfield (2001) and Delbridge and Whitfield (2001).

A wide grievance in public sector is that the promotion movement is slow and it affects the mobility of employees and contributing to burnout thus job

dissatisfaction. Although some of the civil servant has been working for more than 20 years, yet they seem to be “refused” to receive a promotion. Issue on pay also a part of the grievance. These issues have been highlighted by CUEPACS.

Congress of Unions of Employees in the Public and Civil Service (CUEPACS) is a national trade union in Malaysia with 1.2 million members nationwide. During Budget 2012, CUEPACS has demand four claims to champion civil servants in Malaysia, their claims are:

- i. Revised Malaysian Remuneration Scheme (SSM) to be better in terms of increase in grade, salary structure and improved career opportunities for achieving a high-income country;
- ii. Increase the retirement age from 58 to 60 years;
- iii. Grant 2 month salary bonus for civil servants; and
- iv. Integrated Programmes Competency Development (PROSPECT) to replace the Competency Level Assessment (PTK) for civil servants.

Although the Government had provided some incentives and development programs in order to motivate them, job satisfaction issues still exists. Public Services Department Deputy Director-General, Datuk Ismail Adam called civil servants to increase productivity instead of request for more pay rise (The Star, 6 May 2003). The government has revised the salary of civil servant during the past few years. He said, on the other hand they had been given 10% salary increase twice since the year 2000. Furthermore, he added, all civil servants already enjoyed better pay under the Malaysian

Remuneration Scheme (MRS), which recently replace the New Remuneration Scheme (NRS).

In relation of HRM practices, promotion, salary, performance appraisal system and training could be argued to have vacuumed the state of job satisfaction dimension. Traditionally, pay comes up often when people discuss job satisfaction as it is valued by the labour force as an income that enable them to sustain the cost of leaving. Nevertheless, the organization also finds that promotion as a package comes with the hike in monthly payment and views this as a tool to retain employees. However, Lai (2011) argue that an efficient compensation system result in organizational growth and expansion and exhibit a positive relationship between employee satisfaction and job-based wages, skill-based pay and performance-based pay. His studies concludes that the intrinsic factors of motivation, including recognition, work, career opportunities, professional growth, responsibility, good feeling about the organization that has a significant correlation with job satisfaction, while hygiene (external) factors have no significant relationship with job satisfaction of employees satisfaction.

Civil servant is believed to be the “backbone” of the government with imperative role of ensuring that government policies and programs under national initiatives are implemented effectively and efficiently. In 2013, more than 1.42 million civil servants are serving best the nation. To the Government, civil servants’ job satisfaction is very important because it will reflect the government performance.

In addition little is known about to what extent Malaysian civil servants are satisfied with specific HRM practices. Which mean there is a need to understand more about the relationship between HRM practices and employee job satisfaction among civil servants in Malaysia as understanding the levels of employees' satisfaction with specific HRM practices would greatly help the Government to optimize HRM practices to improve employee job satisfaction among civil servants.

Putrajaya serves as the federal administrative center of Malaysia. The seat of government was shifted in 1999 from Kuala Lumpur to Putrajaya, due to the overcrowding and congestion in the Kuala Lumpur area. On May 10, 1999, the Prime Minister's Office Complex began operations in Putrajaya and since then most of the ministries been relocated to Putrajaya. About  $\frac{1}{3}$  of public servants are based in Putrajaya and using this figure, Putrajaya is selected for data collection for the purpose of this study.

Based in the current scenario between CUEPACS's claims and the initiatives that has been implemented by the Government to improve job satisfaction among the civil servant, there is a loophole that can be explored on the relationship between HR practices and job satisfaction in the context of Malaysia's public service.

Thus, this study is tries to identify and determine the relationship between the independent variable factors (HR practices) and job satisfaction among civil servants in Malaysia.

### **1.3 RESEARCH OBJECTIVES**

The main objective of this research is to find the relationship of the independent variables, which are compensation, performance appraisal, training and development and career advancement with the dependent variable, which is the job satisfaction among the civil servant. In view of its importance, the manpower management aspect should be conserved and taken seriously.

Therefore, the following research objectives are formulated.

1. Examining the level of job satisfaction among civil servants in Putrajaya.
2. Examining the relationship between compensation and employee job satisfaction among civil servants in Putrajaya;
3. Examining the relationship between performance appraisal and employee job satisfaction among civil servants in Putrajaya;
4. Examining the relationship between training and development and employee job satisfaction among civil servants in Putrajaya; and
5. Examining the relationship between career advancement and employee job satisfaction among civil servants in Putrajaya.

### **1.4 RESEARCH QUESTIONS**

In achieving the objectives of this study, research questions for this study have been identified as follows:

1. What is the level of employee job satisfaction among the civil servants?
2. Do HRM practices (compensation, performance appraisal, training and development and career advancement) have influence on job satisfaction among the civil servants?
3. Does compensation affect the extent of employee job satisfaction among the civil servants?
4. Does performance appraisal affect the extent of employee job satisfaction among the civil servants?
5. Do training and development affect the extent of employee job satisfaction among the civil servants?
6. Does career advancement affect the extent of employee job satisfaction among the civil servants?

## **1.5 SIGNIFICANT OF STUDY**

This research and its finding are considered important to provide insight into the various HRM practices needed to successfully improve job satisfaction among civil servant. The purpose is to fill the gap on the relationship between HRM practices and employee job satisfaction among civil servants.

From a practical perspective, the finding of this study will be useful for Public Service Department of Malaysia (JPA) to design the best HRM practices in order to improve employee job satisfaction and in the same time ease the grievance among civil servants. In addition understanding the relationship between HRM practices and employee job satisfaction might help JPA to know better about what are the factors that help the Government to achieve the goals and improve nation's performance.

Finally, this study also can add to the existing literature of employee job satisfaction and can be used as one of the reference or guidance for future research as well as enriching the literature in human resource management.

## **1.6 SCOPE OF STUDY**

This study is limited to identifying variables within the human resource management practices that may affect employee job satisfaction among civil servants. These include compensation, performance appraisal; training and development and career advancement. This study covers civil servants based in a front liner agency located in Putrajaya.

As a front liner agency and a customer-oriented agency, the agency has made numerous improvements to enhance service delivery to customers. The extended operating hours during weekends, introduction of online services, work process re-engineering and the opening of new branches are the example of the initiatives. In order to ensure the quality of service

delivery, man power is considered to be the ultimate source to achieve the mission and vision of the agency.

Therefore, for the purpose of data collection, the feedback from the staffs of this agency is collected to see the relationship between HRM practices and job satisfaction among civil servants involved in providing customer service in Putrajaya.

## **1.7 ORGANIZATION OF THE THESIS**

This study consists of five chapters in which each will be discussed in depth later. Apart from Chapter 1, there are four other chapters. Chapter 2 consists of review of related literatures and researches related to the problem being investigated. Literatures on the variables of HRM practices (compensation, performance appraisal, training and development and career advancement) and the impact on the employee job satisfaction.

Chapter 3 provides the details of the methodology issues. This chapter will focus on the measurement of each variable. Validity and reliability issues of survey instruments are discussed. Discussion on data collection procedures and statistical analyses are presented in this chapter as well.

Chapter 4 then examines the research framework and presents the results of the statistical analyses. The results of analysis and findings emerging from the study are presented in Chapter 5. The final chapter gives a brief



summary of the study as well as the implication of the findings for the HRM practices and its implications on the employee job satisfaction as a conclusion. Some recommendations are also made for further researchers.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter consists of definition and the past relevant studies that related with the relationship between the independent variables and job satisfaction that explains how these variables are inter-related with each other.

In this chapter reviews the previous research on the influence of human resource management practice which include in this research (compensation, performance appraisal, training and development and career advancement) and employee job satisfaction.

#### **2.2 DEFINITION OF HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES**

Human resource management (HRM) is managing effectively the people at work. Since a human resource are the most important factor for the organization to sustained competitive advantage, managing them effectively will help to create a unique competencies that differentiate products and services (Ivancevich, 2003; Cappelli & Crocker-Hefter, 1996).

For the last ten to fifteen years the term human resource management (HRM) has been commonly used. But before that, the term of HRM was

generally known as “personnel management”. Dessler (2003) said that there is no differentiation between HRM and personnel management, but HRM is a modern term to expand version of traditional personnel management due to continue change in the work environment. Guest (1997) suggested that HRM is not as an alternate to personnel management but it is a type of personnel management which focusing on the strategic issues of employee commitment, quality, flexibility and integration. Beer et al. (1984) viewed HRM as including all management practices that affect the relationship between the organization and employees as human resources.

According to Dessler (2007), HRM refers to the policies and practices involved in carrying out the ‘human resource (HR)’ aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations. Noe, Hollenbeck, Gerhart, and Wright (2003) stated that HRM is composed of the policies, practices, and systems that influence employees’ behaviour, attitude, and performance.

HRM develops the employee’s knowledge and skills, and therefore, contributes to improve the productivity in the organization (Becker, Gerhart, 1996; Gelade, Ivery, 1996). HRM is supposed to impact on knowledge, skills, and abilities (Schuler & Jackson, 1995), behavior and attitudes of employees (Guest, 1997). Thus, Baron and Kreps (1999) emphasized that when HRM within an organization is effective, the employees know what is expected of them, which make them act with more cooperation and have

same focusing about their work and behavior. Therefore Den Hartog, Boselie, and Paauwe (2004), agreed that HRM also lead to influence on the organization performance.

Sohal et al.(1999) mentioned that human resource practices from top to bottom need to be re-examined to cope with the new strengths and challenges of diversity, so better approaches can be created by management to recruit new talent, retain them, and manage them more effectively (Denton, 1992; Rosen & Lovelace, 1991). Ichniowski and Shaw (1999) found that HRM practices that are comprehensive significantly improve productivity of workers in steel production lines. The comprehensive practices include problem-solving teams, extensive orientation, and training throughout employees' careers, extensive information sharing, and rotation across jobs, employment security, and profit sharing. HR practices that emphasize group culture have also been found to increase labor productivity (Patel & Cordon, 2010).

The impact of human resource management (HRM) practices on firm performance and employee behaviours has been a leading area of research in the developed world for years (Delaney & Huselid, 1996; Huselid, 1995; Katou & Budhwar, 2007; Petrescu & Simmons, 2008). But unfortunately, very limited numbers of studies have been conducted on HR practices in the perspective of developing countries in general (Schuler as cited in Budhwar & Debrah, 2001, Sing, 2004, Yeganeh & Su, 2008). Barney and Wright (1998), described that although there have been previous studies on best

practices in HRM; most of these studies have been fragmented in identifying an effective mix of practices that could improve organizational commitment.

### **2.2.1 HRM Practices – Compensation**

A research report by the Society for Human Resource Management (SHRM) has listed top five (5) factors that contribute to employee job satisfaction. The report produced in 2011 has indicated that *job security* (63%) has been reminded at the top selected for the fourth consecutive years, followed closely by *opportunities to use skills and abilities* (62%). Other factors that contribute to employee job satisfactions are *organization's financial stability* (55%) tied in the third placed with relationship with immediate supervisor (55%). Compensation (54%), benefits (53%), and tied at the fifth place is *communication between employee and senior management* (53%) and *the work itself* (53%).

Compensation has consistently remained one of the top five job satisfaction factors most important to employees. In 2011, 54% of employees indicated that this aspect was very important to their job satisfaction, putting it almost 10 percentage points below job security and only 1 percentage point below relationship with immediate supervisor. Although employees still value being paid well, more important to employees this year were stability in their job and their organization's finances as well as better relationship with management. At the time data were collected for this research, the unemployment rate in the U.S. was at 8.9%, in contrast to 4.7% during the same period in 2006 and 4.6% in 2007, when employees rated

compensation as the most important factor contributing to their job satisfaction.

Compensation refers to all forms of pay or rewards going to employees and arising from their employment, and it has two main components. There are direct financial payments in the forms of wages, salaries, incentives, commissions, bonuses, and there are indirect payments in the forms of financial benefits such as employer paid insurance and vacations. Compensation is a very much important for employee because it is one of the main reasons for which people work.

According to Dessler (2008), compensation refers to all types of pay or rewards going to employees and arising from their employment. Compensation is very much important for employees because it is one of the main reasons for which people work. Employees' living status in the society, satisfaction, loyalty, and productivity are also influenced by the compensation (Aswathappa, 2008). Ting (1997) in a study on the employees of US government found that compensation was one of the most important determinants of job satisfaction.

Rosen (1974) indicated that the theory of compensating wage differentials makes no strong prediction about the relationships between manager pay or executive pay and industrial gender composition. Production workers are likely exposed to far different working conditions than managers and, particularly, top executives, meaning the negative relationship between the

wages and the fraction of female workers by industry may not continue up the organizational ranks. The theory does suggest, if there is a negative (or a positive) relationship between the wages and the fraction of female workers for either managers or top executives, then the relationship should be the same for both genders. The impact on wages of equal, but unmeasured, workplace conditions should be the same for men and women.

Compensation function is one of human resources management practice which normally refers to pay, wage, salary and benefit etc. The pay has significant role in implementation strategies. First, a high level of pay and/or benefits relative to that of competitors can make sure that the organization retains and attract high-quality workers, but this might have a negative impact on the organization overall labor costs. Second, by relate pay to performance, the organization can obtain specific activities and level of performance from employee (Noe et al., 2006). Normally, compensation practice is very important for the organizations and firms which can attract employees to apply for the job as recruitment. On the other hand, the employees have to retain the high performance of work in order to show their quality of work otherwise will lose their work. Compensation practice has some correlation with job satisfaction as well. As supported by Ting (1997) asserts the significant of pay is strongly determined of job satisfaction. Furthermore, on his work explains two different type of compensation practices effect on job satisfaction; satisfaction with pay itself and satisfaction with financial prospects in the future. There is a longstanding interest of two items which are correlated with job satisfaction.

Singler et al. (2003) described that cash compensation as determined by the Forbes' study is defined as salary and cash bonus during the year. Analysis done by Lewellen and Huntsman (1970) indicated that using salary and bonus as a measure of executive compensation is an acceptable substitute for a more comprehensive measure of compensation that includes pension benefits, deferred pay, stock options, stock bonus and profit sharing. It also has the advantage of providing comparability with other studies of executive compensation (Agarwal, 1981).

Huang et al. (2001) and Kleiner et al. (2005) mentioned that although the properly designed variable pay programme is important, it is the cohesive set of belief between employees and managers to determine the success of implementation. By effective and clear communication and strong education and training, a financial service firm should seek for senior management supporting and employees' acceptance. A successful and effective compensation pay should create a new and vibrant operating environment in which all truly espouse the concept of "shared destiny" and believe that every individual can make a difference and will be rewarded based on that difference (Gross & Bacher, 1993).

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).

Hanif and Kamal (2009), argues that if companies makes favorable strategies and rules for the employees related to pay scales, policy development, staff input, and the work environment, may lead to employee engagement, satisfaction and increased employee loyalty with the organization because satisfied employees are more likely to be welcoming and attentive which attracts customers and the employees not satisfied with the job can lead to customer unhappiness.

Salary and wages play decisive part in the study of job satisfaction. The benefits are of varied nature namely pay, perks and rewards are associated with motivation of employees. Pay system and promotion policy of the organization must be just, unambiguous and in line with the prevalent industry norms and employee expectations. Employee wages and salary must ensure him the social status and should be able to fulfill the expectations. Individual must perceive salary administration and promotion policy as being fair. Organization should ensure that polices are growth oriented and incremental in nature so that employees take on an additional responsibility voluntarily. Apart from financial benefits, organization must provide adequate perks and non-financial benefits so that they are motivated and display high level of satisfaction.

Many researchers have done studies regard to the influence of pay on job satisfaction (Luthans, 2006; Taylor & West, 1992; Robbins, 2004). Luthans (2006) claimed that apart from helping people to achieve and obtain their basic needs, salaries also work to satisfy the higher level needs of people. Taylor and West (1992) figured out that job satisfaction is affected by the payment levels affect. It is reported that most public employees will feel less satisfy with their jobs if they compare their salaries to those who work for the private sector. Robbins et al. (2003) supposed that most employees will look for payment systems that believed to be fair, definite, and aligned with their expectations. Satisfaction is expected to be achieved if the payment seems to be equitable, equal with job demands, individual skill level and community payment standards. In contrast, the findings of survey performed by Brainard (2005) figured out that job satisfaction is less likely to be connected with the payment and benefits.

The best practice model is such that reward systems should encourage involvement by employees. This implies that the best practice model is against job-based approaches where employees are paid according to their merits. Instead, it advocates for pay systems that are based on skill and rewards and bonuses are given to employees when the company has achieved success. Therefore the best practice model moves away from the traditional methods of measuring employee performance through performance appraisals. More focus is placed on creating a sense of concern within the employees about the performance of the organization. Also pay systems are dependent on the nature of business success mad not on the

merits employees have. Pfeffer (1998) points out some disadvantages of the traditional reward systems where merits were the most important aspect at that time. These are;

- The merit system creates fear culture within the organization;
- Employees mainly focus on short rather than long term goals;
- Employees do not care about how the organization performs;
- It devalues team work because emphasis is on individual performance;
- It is subject to biases and politics.

In light of these disadvantages, it became necessary to adopt a reward system that addresses these pitfalls. One should take note that best practice policies remain stagnant even when the organization's strategic direction changes.

The main relationship between best practice and an organization's strategic imperatives is that it provides a basis for achieving an organization's pay objectives. Lawler (1996) states that an organization first needs to identify its reward system objectives. This is because the objectives act as a basis for measuring the effectiveness of the pay systems and they also act as guidelines. Some of the objectives are;

- Objectives of reward systems
- Attract and retain employees;
- Motivate performance;
- Promote skill and knowledge development;

- Contribute to corporate culture;
- Reinforce and define structure; and
- Determine pay costs (Lawler, 1996).

These objectives have contributed greatly towards achievement of John Lewis Strategic intent. These shall be examined in detail. The first link between the latter mentioned acts is attraction and retention of employees. For the organization under study; John Lewis, there is a need to attract best quality individuals because the retail sector is highly competitive. This is highly relevant since there are instances when labour markets become stringent. Pfeffer (1998) suggests that there is a link between what amount a firm pays to its workforce and the quality of employees it is able to attract. This theory is seen clearly in the John Lewis partnership where the company paid millions in bonuses to its workforce. This caused an increase in the company's performance as seen from its favourable market shares.

Huselid (1995) adds that attracting the right employees is not just something that is achieved by a pay system. It is also something that needs to be combined with a meticulous selection process. The organization needs to ensure that there are well qualified candidates in large numbers. The importance of the selection process is that a candidate may feel honoured to belong to an organization that takes its selection process seriously. This can be carried further to imply that the organization also values people and this means that those employees will feel privileged to belong to the organization.

## **2.2.2 HRM Practices – Performance Appraisal**

Wilson and Western et al. (2001) mentioned that performance appraisal is part of the larger process of performance management. Marchington and Wilkinson (1996) describe it as a cyclical process: determining performance expectations; supporting performance; reviewing and appraising performance; and finally, managing performance standards. Appraisal should be perceived as an important tool for the development of the individual to achieve organizational objectives. Thus, Moon (1993, p. 7) argues that, "Effective staff appraisal isn't simply a matter of 'going through the motions', holding ritualistic interviews and mechanically completing forms, before returning to the 'more important' task of getting on with the day-to-day management of the team. On the contrary, appraisal is a tool for managers to use to help them manage effectively".

During the last ten years, the number of studies which examined the effects of performance appraisal systems on employee had increased (Brown et al., 2010). In another study by Brown (2010), the researchers surveyed 6,957 employees of a large Australian public sector organization regarding their opinions and perceptions of the appraisal quality. The findings of this study revealed that there was a direct relationship between performance appraisal satisfaction and employee outcomes, which is mostly job satisfaction among employees (Brown et al., 2010). However, comprehensive study of the performance appraisal quality in a field setting is limited (Addison, 2007). Moreover, a number of studies have provided support for the argument that

performance appraisal has remained a problem which is vague and perhaps unsolvable in human resource management (Schay, 1993).

Employee performance appraisal is a subject of great interest in most organizations (Armstrong, 1998; Bratton & Gold, 1999). This is because performance appraisal decisions have effects and consequences on workers' compensation and recognition. Several HR scholars suggest the importance of workers' pay and salary (Perry, 1995; Bartol & Locke, 2000; Millward et al., 2000), although they argued that monetary rewards are not the ultimate goal. However, Furnham (1994) claimed that money could influence the workers' motivation, and also act as an incentive for workers to be loyal to their organization.

Performance appraisal helps company to align compensation with employees' performance (Hayton, 2003). Huselid, et al., (1997) stressed that incentive compensation system encourages employees to reach organization goals. Performance-based compensation reflects employee efforts and work with wages they obtain. Therefore, performance-based payment connects efforts and work to organization's operational goals. Thus, pay for performance reduces absenteeism (Harel, Tzafrir, 1999, 287).

### **2.2.3 HRM Practices – Training and Development**

According to Gelade and Ivery (2003), training improves specialization of employees in their work, and therefore, increases employee engagement

and job satisfaction with decisions of managerial. McDowall et al. and Saunders et al. (2010) indicated that there has long been a belief that investment in employee training and development has benefits for the organization and for its workforce (Salas & Cannon-Bowers, 2001; Sloman, 2003), some form of training being offered by nearly all organizations (Cannell, 2004).

However, with the move from traditional formal training activities to ongoing and future-oriented development there has been a shift in how such activities are used (e.g. Maurer et al., 2003). A continuously changing work environment has made cyclical training necessary (Buckley & Caple, 2007), on-the-job training being considered most effective, only a fifth of UK managers believing that formal courses are the most effective method (Chartered Institute of Personnel and Development, 2007).

According to Odini et al. (1999), a study, conducted by a Master of Philosophy student at the Faculty of Information Sciences in Moi University, to investigate competencies for the information professional in the coming decade in Kenya established that information science graduates should have their training tailored to information technology, management and communication areas since these were rated as competency areas that will be very essential in the coming decade. The study recommended that there should be a continuous survey of national and international trends in information competency requirements so that the necessary adjustments can be made in the training of information professionals, in order to produce

professionals with appropriate skills to operate effectively in a changing information environment (Misco, 1995).

Horwitz et al. (1999) described that management support (job linkage), relevance of training to current work, links to managerial performance management, career advancement, rewards and performance measures are important prerequisites for effective transfer of training (Statham, 1995; Horwitz & Rip, 1989). When companies redesign production processes and management practices, they tend to spend more on both entry-level training and ongoing employee development. Following organizational restructuring, however, evidence of retraining of current employees and improving skills of new employees, is mixed (Useem, 1993). Where senior managers play a more directive role in shaping HRD and specific programmes, learning transfer is more likely (Kerr & Jackofsky, 1989; Bolt, 1985).

Youndt et al. (1996) emphasise that training is one of the most fundamental aspects of best practice models. However, these same authors also add that training should be integrated into other development activities like staffing, job rotation and others. They claim that no amount of training will contribute towards organizational development if employees are not granted the permission to practice those acquired skills. This means that an organization should try its best to grant work autonomy to its employees and to empower them through training. John Lewis has achieved this very well. In other retail companies, line managers are given minimal responsibilities. Most of them are expected to consult with higher authorities in order to decide on issues.



However, the company under study has eliminated that problem by training those members of staff (so that they can have necessary skills) and then allowing them to make independent decisions. They believe that this is a form of investment into human capital since most of these employees feel valued.

#### **2.2.4 HRM Practices – Career Advancement**

Career, different from work and profession, emphasizes on one's life. There are several definitions of the concept of career. Adams (1991) outlines four broad uses of the term career: advancement, being tied to a profession, a life-long sequence of jobs, and as a lifelong sequence of role-related experiences. The later definition is more inclusive, and allows us to view career as a life-long process that "represents a person's movement through a social structure over time" (Hall, 1987).

Delaney and Huselid (1996) said that one of the solutions on how to retain talented and promising employees is through career development system. Career advancement program has become a competitive tool for retaining employees through helping them develop the new competencies and attitudes needed by the organization now and in the future.

Based on the research report by the Society for Human Resource Management (SHRM) in 2011, 36% of employees agreed that career advancement was very important factor towards job satisfaction. Based on

the report it has shown that career advancement opportunities within the organization have continued to decline in importance since 2002, when this category was among the top five. Career advancement was a higher priority for employees in middle-management and professional non-management positions than for executive-level employees. Employees in larger organizations (500 or more employees) found this aspect to be more important than did employees in smaller organizations (fewer than 100 employees). This aspect was also more important to younger employees (age 30 and younger) than to employees aged 46-64. Although this aspect continues to rank low in importance, employees are also not particularly satisfied with it: Only 42% of employees reported their satisfaction (26% were very satisfied and 16% were somewhat satisfied) with this aspect of job satisfaction. HR professionals are in a position to help their organizations develop coaching and/or mentoring programs to promote knowledge sharing and internal networks between experienced and more junior employees. HR professionals also can identify the positions for which succession planning makes sense. These often include key positions, positions with direct impact on strategic practices and those with lengthy learning curves.

According to Duffy and Dik (2009), a career development perspective, work volition refers to an individual's ability to freely make career choices, including the initial job choice when first entering the work world and any subsequent career decisions. Research has found that employed individuals who feel freedom in their job tasks report more positive work outcomes, including job satisfaction, meaning, and involvement (Bond & Bunce, 2003).

Van Maanen and Schein (1977) suggested that one's self-ability, need, and value are important factors in one's career development as everyone has a different career goal and ideal, and that is why everyone's career decision is different.

Individual career planning becomes more difficult and less useful on one level because the unexpected is always just round the corner, but on another level it becomes more important if one does not want to work at the same job and for the same company. It can be concluded that an individual is able to freely make career choices, including the initial job choice when first entering the work world and any subsequent career decisions. The same principle could likely be extended to the career choice process, in which a higher degree of satisfaction may be found with individuals who believe they have high levels of control over their career paths.

Several researchers share the opinion that job satisfaction has a great connection with its opportunities for promotion (Pergamit & Veum, 1999; Sclafane, 1999; Ellickson & Logsdon, 2002; Peterson et al., 2003). Promotion as defined by Heery and Noon (2001) refers to the action of shifting an employee up the organization hierarchy which will normally bring to an increase of responsibility and status and a better remuneration package among the individuals who are promoted. Kreitner and Kinicki (2004) mentioned that job satisfaction and the promotion positive relationship relies on supposed fairness by employees. A lot of people will experience

satisfaction when they think that they have good future opportunities as supposed by Drafke and Kossen (2002).

This can be interpreted as the opportunities for progression and development in their present workplace or providing better opportunities to look out for alternative employment. It is assumed that the level of job satisfaction will go down if people think that they have less career advancement opportunities. McCormick (2008) mentioned that job satisfaction among employees with promotional opportunities will rely on the promotions equity.

In summary, HRM increases organization productivity, employee job satisfaction, work-orientation, goal commitment through HRM practices such as training, recruitment, compensation, performance evaluation, promotion; which help the organization to increase its performance.

### **2.3 DEFINITION OF JOB SATISFACTION**

Job satisfaction is often studied within the framework of human relations and is defined as 'one's sense of satisfaction not only with the work but also with the larger organizational context within which work exists' (Büssing et al., 1999; Stamps & Piedmonte, 1986).

Job satisfaction is one of the most popular and widely researched topics in the field of organizational psychology (Spector, 1997). Based on Schneider and Brief (1992), employee satisfaction perhaps the most frequent studies

construct in the organizational sciences. Job satisfaction topic has been studied both as a consequence of many individual and work environment characteristics and as an antecedent to many outcomes. Employees who have higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organizational commitment, and more likely to be satisfied with their lives (Lease, 1998).

Robbins and Judge (2009) said organization with more satisfied employees tend to be more effective than organization with fewer satisfied employees. Based on this it is believed that when a person is satisfied with his or her job, the person will have the tendency to remain in the organization that he or she belongs.

Locke (1976) has defined employee satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of ones’ job or job experiences”. It is often assumed that employees who are more satisfied with their job conditions are more likely to produce better work outcome. This is based on the rationale that higher levels of satisfaction improve morale and reduce voluntary turnover (Dole & Schroeder, 2001). A meta-analysis conducted by Petty et al. (1984) concluded that job satisfaction and performance are indeed positively correlated.

Job satisfaction has been a significant element in human resources management. Identifying factors that influence job satisfaction provides administrators and managers with essential, important information to make

intelligent decisions regarding interventions aimed at rising employees' job satisfaction (Lambert, Hogan & Barton, 2001). Many evidences show that the important issues in organizations have always been the employee satisfaction and retention. However only few practices have placed made the issues of job satisfaction a top priority (Spytak, Marsland & Ulmer, 1999).

Job satisfaction an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Hulin & Judge, 2003; Weiss & Cropanzano, 1996). Frazier (2005) stated that there are a few elements that affect job satisfaction, which are extrinsic and intrinsic motivating factors, the quality of supervision and social relationships with the work group. Intrinsic motivation, as explained by Hanaberg (2010) is interest based and extrinsic motivation is compliance based. By improving intrinsic motivation, the employer can take care of the employees' interest, including their passion, drive, creativity, and energy. Extrinsic motivation, on the other hand, can be improved by giving positive reinforcement to the employees such as raising their salary, giving them compliments, giving them more important tasks and so on.

Job satisfaction is the discrepancy among people's expectations and wants related to the job, and what is really offered to them (Heslop et al., 2002). Job satisfaction is very important not only for employees but also for the success of the organization (Lim, 2008) because if an employee is not satisfied with his job then he will not be loyal with the organization and dissatisfaction with a job and/or lack of loyalty to the organization, may

search for other jobs (Reed et al., 1994). Job satisfaction can also define as the extent to which employees like their jobs (Spector, 1997, p. 7). Studies discuss the various aspects of the employee's job satisfaction such as job, salary levels, promotion opportunities, and relationship with co-worker (Schermerhorn et al., 2005, p. 158).

It is important to study the relationship between organizational commitment and job satisfaction because this may help the management to understand how people work and study general organizational behaviours. There should be a strong correlation between happy employees and increase organizational performance. It would seem that if people feel good about their jobs, their happiness would be reflected in the quality of their work and may have a positive feedback from their customers and this will contribute to organizational success. Unfortunately, this equation doesn't always balance.

In order to ensure that employees give the high commitment, employer should give high job satisfaction that should get by the employees. Job satisfaction is an effective response by people toward their jobs (Cranny, Smith, & Stone, 1992) and is basically the degree that people like their jobs (Spector, 1996). Besides that, people have reported they want more than a good paying job; they want a rewarding, meaningful, enriching, and enjoyable job (Naisbitt & Aburdene, 1985). However, the top management of the company has little understanding of how to satisfy their employees and how this employee's satisfaction level influences their commitment to the company.

Many employers or superiors would not hesitate to know whether or not their employees or subordinates are satisfied with their jobs. Job satisfaction is defined as an attitude that individuals have about their jobs. It is an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one's job (Bhuiyan & Menguc, 2002; Hunt et al., 1985).

Herzberg et al. (1959) defined the best known popular "theory of job satisfaction". Their two-factor theory suggests that employees have mainly two types of needs, listed as hygiene and motivation. Hygiene factors are the needs that may be very satisfied by some certain conditions called hygiene factors (dissatisfiers) such as supervision, interpersonal relations, physical working conditions, salary, benefits, etc.

There are plenty of researches done on Herzberg's two factor theory. According to Madura (2006), Frederick Herzberg had conducted a study on 200 accountants and engineers about job satisfaction in the attempt to identify factors that contribute to their dissatisfaction towards their job. He listed that common factors identified for dissatisfied employees are working conditions, supervision, salary, job security, and status. On the other hand, the common factors identified for satisfied employees are achievement, responsibility, recognition, advancement and growth. Factors identified among satisfied employees are known as motivation factors where factors identified among dis-satisfied employees are known as hygiene factors, maintenance factors or job context factor (Mukherjee, 2009).



Madura (2006) also elaborated on Herzberg's study suggested that hygiene factors such as working conditions and salary must be sufficient in order to prevent employees from being dissatisfied towards their job. In other words, hygiene factors are important as to prevent job dissatisfaction among the employees (Mukherjee, 2009; Pattanayak, 2005). However, these factors might not necessarily become the contributing factors towards job satisfaction. This means that when the workers have adequate work conditions and ample salary, their feelings of dissatisfaction towards their job can be prevented. Fallon and Zgodzinski (2008) added that the hygiene factors might not have significant impact in improving performance but if these factors are not fulfilled, the performance of the employees will deteriorate.

According to Lok and Crawford (2001), the variable closely to the commitment is job satisfaction. Ivancevich et al.<sup>5</sup> (1997) definition of job satisfaction as an attitude that individuals have about their jobs. It results from their perception of their jobs and the degree to which there is good fit between the individuals and the organizations.

McNamara (1999) defines job satisfaction as one's feelings or state of mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, e.g. the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of the fulfillment of their work, etc.

While Luthans (1998) posited that there are three important dimensions to job satisfaction:

- i. Job satisfaction is an emotional response to a job situation. As such it cannot be seen, it can only be inferred.
- ii. Job satisfaction is often determined by how well outcome meet or exceed expectations. For instance, if organization participants feel that they are working much harder than others in the department but are receiving fewer rewards they will probably have a negative attitudes towards the work, the boss and or co-workers. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.
- iii. Job satisfaction represents several related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and co-workers.

Job satisfaction is an attitude, which Porter, Steers, Mowday and Boulian (1974) state is a more "rapidly formed" and a "transitory" work attitude "largely associated with specific and tangible aspects of the work environment". There are different perspectives on job satisfaction and two major classifications of job satisfaction (Naumann, 1993) are content

(Herzberg, 1968; Maslow, 1987; Alderfer, 1972) and process theories (Adams, 1965; Vroom, 1964; Locke, 1976; Hackman & Oldham, 1975).

Job satisfaction is an evaluative judgment about the degree of pleasure an employee derives from his or her job that consists of both affective and cognitive components (Hulin & Judge, 2003; Weiss & Cropanzano, 1996). Over the years, many studies have attempted to categorize and find out the factors that affect job satisfaction (Abdullah et al., 2011) and found wages as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, and employees loyalty also considered. In addition, salaries and incentives are the most important determinant of job satisfaction (Calisir et al., 2010).

In summary job satisfaction plays an important role in maintaining organizational environment. According to Rose (2001), employer all around the world are looking the best way to satisfy their employees while the employees are demanding new satisfying factors in their employment. There are reasons why an organization should well preserve the sense of job satisfaction among its employees. Among the promised advantages, it helps to increase in productivity, lowering turnover, inject creativity and innovation within the organization.

## **2.4 THE RELATIONSHIP BETWEEN VARIABLES**

This section will review the literature regarding the relationship between HRM practices and job satisfaction.

### **2.4.1 Relationship between HRM Practices and Job Satisfaction**

Human Resource Management (HRM) practices are intended to support and facilitate the recruitment, hiring, development, and management of workforce (Wood & Wall 2002), with the purpose of raising levels of worker satisfaction and performance. Survey on job satisfaction conducted by Frincke et al., Lockwood et al., Esen et al. and Williams et al. (2007) for the Society for Human Resource Management shown that for the past five years, three of the top five factors that employees rate as important to their job satisfaction are HRM practices (e.g., compensation/pay, benefits, and schedule flexibility). HRM practices are also credited with improve organizational performance (Arthur 1994; Cutcher-Gershenfeld 1991; Huselid 1995; Huselid et al. 1997; MacDuffie 1995; Vandenberg et al., Richardson et al. & Eastman et al., 1999), therefore providing value to the overall the company further to the individual worker.

Job satisfaction and HRM practices are studied broadly in many parts of the world. It is supposed that HRM practices are directly linked with job satisfaction (Ting, 1997). Because many practitioners and scholars recognized that sound HRM practices result in better level of job satisfaction which in the end improves company performance (Appelbaum, Bailey, Berg

& Kalleberg, 2000). Steijn (2004) found that HRM practices had positive impact on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, and education had insignificant effect on job satisfaction. Gould-William (2003) indicated that use of specific HRM practices in local government organizations in the United Kingdom (UK) was linked with a better degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance.

HRM practices face 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).

Edgar and Geare (2005) investigated the effect of human resource management practices on employee behavior such as organizational commitment, job satisfaction, and organizational fairness in the context of New Zealand. They recognized that HRM practices had a positive impact on organizational commitment, job satisfaction, and organizational fairness.

Further in a study on 66 employees of three manufacturing firms in India, Agarwala (2008) observed that training, one of the major HRM practices, was positively associated with job satisfaction.

In addition, Ostroff (1992) noticed that job satisfaction impact organizational performance enormously. Also, Yu and Egri (2005) found that HRM practices had an important impact on the affective commitment of employees in Chinese firms. Again, Petrescu and Simmons (2008) studied the relationship between human resource management practices and workers' job satisfaction in the context of UK. They found that numerous human resource management practices increased employees overall job satisfaction and their satisfaction with payment.

#### **2.4.2 Relationship between Compensation and Employee Job Satisfaction**

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). One of the most crucial aspects of human resource and development activities within the organization under study is reward systems. According to Armstrong (2006) reward systems consist of policies that are guidelines on approaches to management, practices that provide financial and non-financial rewards (processes concerned with evaluating the relative size of job (job evaluation) and assessing individual performance (performance management), procedures

operated in order to maintain the systems and to ensure that it operates efficiently and flexibly and provides value for money. Clark (2001) explains the dependence between job satisfaction and pay for performance according to the theory of expectations. In general, this approach assumes that people have their own needs and own view of the work. Based on their view, people decide how to behave, and work so that the result of work meets their needs.

There is an expectation by employees that their income will increase over time as they continue to perform their duties, and that the potential pay increase will be worth the effort. Unsatisfactory or inequitable compensation/benefits may result in job dissatisfaction. According to Lazear (2000), if people do not feel a direct connection between their efforts and results achieved, then the motivation will wane.

The compensation philosophy of an organization when communicated to the employees, including the decision to give or withhold bonuses at any instance, is viewed as capable of smoothing employees' reaction. HR Focus (2002) in support of this notion reported on the findings of a survey involving 6,000 managers from 26 North American organizations, which found a direct correlation between employees' compensation knowledge/commitment, and the staffs' satisfaction with received compensation. The study revealed that employees are interested in knowing how decisions are made with regards to their pay; unfortunately, many admitted that this was a topic that is generally considered too sensitive for discussion.

Furthermore, there is always an expectation by employees that their income would increase over time as they continue to excel in the performance of their duties, and that the potential pay increase will be worth the effort put into their work. Unsatisfactory or inequitable compensation/benefits may result in job dissatisfaction, and ultimately an employee retention problem. When such pay expectations are not met or employees are not satisfied with the level of raises they get, they might become dissatisfied with their work situation Greenberg (1999).

Nevertheless, there are some distinct studies such as Steijn (2002) examine the overall job satisfaction of Dutch public workers with respect to their compensation. The results show that there is positive effect of the existence of HRM practice which refers to compensation practice on the job satisfaction. Likewise, Bradley, Petrescu and Simmons (2004) observe the impact of human resource management practices and pay inequality on workers' job satisfaction. On their study employ many HRM practices such as work organization, recruitment and pay practice as independent variables and job satisfaction as dependent variable. The results show that the compensation practice is positively associated with the job satisfaction. Furthermore, on their works clarify satisfaction with pay is high where seniority and individual performance-related schemes are in place.

According to Abdullah et al., (2011) factors that affect job satisfaction and found wages as the main factor for job satisfaction, but other factors such as the promotion, recognition of work, and employees' loyalty also considered.



Ali and Ahmed (2009) concludes that due to the changes in reward or recognition programs, there will be a corresponding change in work motivation and satisfaction, this means that if there is a greater focus on remuneration and recognition, can have a positive impact as a result of motivation and thus lead to higher levels of job performance. Moreover positive and significant association found between job satisfaction and management practices such as team work, independence and leadership positions (Hunjra et al., 2010).

In summary reward system have a direct and fundamental link between strategic imperative facing by the company and overall effectiveness achieved by the company. The pay systems can be modified to align themselves with overall goals and objectives of the organization consequently becoming part of the businesses strategy within the organization.

#### **2.4.3 Relationship between Performance Appraisal and Employee Job Satisfaction**

Performance appraisal is a systematic process to evaluate the performance of an employee after a certain period. Performance appraisal also influences other HR practices such as recruitment and selection, training and development, compensation, and employee relations. As performance appraisal leads to pay raise, promotion, and training, it is assumed that better performance appraisal can have an impact on employee job satisfaction.

Dessler (2000) defines performance appraisal as evaluating employees how well do their jobs according to performance standards. The effective performance appraisal system is considered as an important factor to increase the organizational performance. It allows organization to measure and evaluate an individual employee's behavior and accomplishments over a specific period of time (DeVries et al., Morrison et al., Shullman et al. & Gerlach et al., 1981). There are three key reasons why every organization should give performance appraisal (Miller & Thornton, 2006). Performance appraisals providing feed back to the employees about their weaknesses and strengths which help them to become better, the measurement of performance appraisal can help to determine employee compensation, training needs and promotion, and performance appraisals can protect organizations against legal cases when countering to claims of illegal activities.

In order to get the benefit from the appraisals practices, the managers and the supervisors should pay attention for appraisals process design. Performance appraisal is conducted in series of process which include:

1. Establishing job criteria and appraisal standard (what to measure?)
2. Timing of appraisal (how often appraisal will be conducted)
3. Selection of Appraisers (who will be the appraiser)
4. Providing a feedback (help the employees to see their strength and weakness) (Gürbüz & Dikmenli, 2007).

According to Ndambakuwa and Mufunda (2006), there is a positive influence of performance appraisal system on the job satisfaction and productivity. Many previous studies showed that pay-for-performance, based on appraisal ratings, will give employees incentives to improve productivity (Mani, 2002). Performance appraisal is intended to engage, align, and coalesce individual and group effort to continually improve overall organizational mission accomplishment. It provides a basis for identifying and correcting the employee behavior to improve their performance which is lead to increase the organizational performance (Vance, 2006). It is so important for increase the organizational performance if the tools and goals of the performance appraisal process are integration with organizational goals. The resulting performance appraisal system may, in fact, be a detriment to effective organizational functioning (Barrett, 1967).

In summary performance appraisal place an important role today, which is integrated as a part of managing people, and play a major role in improving the employee job satisfaction in many organizations (Harris, 2001). Watson (1998) concluded that performance appraisals must be linked to the goals and objectives of the organization in order to be effective work. As such HR practitioner need to give precedence when it comes to the performance appraisal as it will retain the good employees.

#### **2.4.4 Relationship between Training and Development and Employee Job Satisfaction**

According to Tzafirir (2006), training and development is considered to be the most familiar HRM practice. Training and development refers to any attempt to improve current or future employees' knowledge, skills and abilities (Aswathappa, 2008). Garcia (2005) says that training and development has an important positive impact on employee job satisfaction. Thang and Buyens (2008) indicated that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees which assist to increase satisfaction of the workers about their job and in the end improve outstanding financial and nonfinancial performance of the organizations.

A number of studies have argued on the benefits of training. Organizations that are committed to employee training are realising the rewards of increased skill-sets, motivation, higher productivity and knowledge transfer of their employees (Oosterbeek, 1998; Pate & Martin, 2000). In specific, job-related training increases the workers ability to perform job-related tasks (Acton & Golden, 2003). Firms that provide training send a strong signal to workers regarding management's commitment to customer service (Babakus et al., Yavas et al., Karatepe et al. & Avci et al., 2003). Training employees has also been found to result in facilitating the updating of skills, increasing professionalism and increasing employee commitment and satisfaction to the organization (Bushman & Fretwell, 1994; Bateman & Strasser, 1984; Cotton & Tuttle, 1986). A study by Burke (1995) found that participation in internal and external courses are beneficial for the organizations and their

employees. Staff perceiving greater value in formal training courses is relatively more satisfied with their jobs, which leads to them feeling better about their organization (Burke, 1995). In addition Choo and Christine Bowley (2007) investigated the influence of training and development on an employee's job satisfaction at one of Australia's fastest growing franchises. In their study they collected data from 135 frontline staff at one of Australia's largest bakery retail franchises. The data were gathered by means of a structured questionnaire, 16 items of which were devoted to an evaluation of the organization's training and development programmes and six items were dedicated to job satisfaction and they found that the effectiveness and efficacy of a training program are positively affected on the employee job satisfaction.

The relationship between job satisfaction and training has been addressed in some previous studies, Bradley, Petrescu and Simmons (2004) explain that creating on-going learning as well as training in workplace has a highly significant effect on job satisfaction, in addition on their study indicates that training increases the probability of work being either completely or very satisfied that enhance employee motivation and commitment. In other words, on-going learning or training has positive association with job satisfaction. Likewise, Doeringer, Evans-Klock and Terkla (1998) find that by providing the education and training to adopting employee or recruitment preferred to continuous on-the-job instruction to off-the-job training than only provisional on education and training (Bradley, Petrescu & Simmons, 2004). Conti (2005); Dearden, Reed and Van Reenen (2006); Ballot, Fakhfakh and

Taymaz (2006) past researchers have found evidence on the impact of training on productivity and where employees and employers were able to share the benefits from training.

Employee training has been recognized as a crucial factor necessary for employees to successfully carry out their functions, and this may also impact job satisfaction. Hauenstein (1999) referred to a BLS study based on 1,000 companies with 50 or more employees; and the findings suggested a negative correlation between company turnover and its level of training. Organizations with low turnover rate were reported to have spent more than twice on training than their counterparts.

#### **2.4.5 Relationship between Career Advancement and Employee Job Satisfaction**

According to Chang, Wunn and Tseng (2003), on the career orientation, if employees could have a job matching up with their career advancement, they will enjoy their job and perform well. On the contrary, if their occupations do not fit with their career advancement, they won't have a good performance and want to change their jobs.

As employees know, there are limited positions in an organization, and not everyone can get what his or her desired promotion. When facing this kind of situation, employees with different career advancement will have different solutions. For example, people who have security or stability orientations may tolerate this kind of situation and continue to work in this company. But

people who have entrepreneurial creativity orientation may not have intention to stay and may leave this job.

Despite the common assumption of personal control and a focus on internal satisfaction embedded in most psychological theories of career choice and development, some theorists have placed a greater emphasis on certain aspects of external components. For example, the theory of work adjustment (Dawis & Lofquist, 1984) postulates that changes in work environments often require changes on the part of the employee to maintain an acceptable degree of fit. From here, it is clear that, if an individual is satisfied with his own career advancement in the organization, the intention for the individual to stay in the organization will be high.

## **2.5 SUMMARY**

Best practice is a human resource strategy that affects overall organizational strategy. According to the best practice approach, reward systems contribute to organizational culture. However, pay should not be the only thing that takes precedence. There should be adequate consideration of decision making powers, communication channels and job enrichment. If these later three factors are implemented by companies, then they will achieve competitive advantage. The John Lewis has been on the frontline of best practice strategies because it is a worker and most of their decisions are participative. Reward systems within this company encourage equity and this is why it has been recorded increased profits in the recent years.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 INTRODUCTION**

In this chapter researcher will describes the methodology used in this study. The explanation and description will includes the hypothesis, research design, measurement of variables, data population and sampling, and data collection procedures. This chapter also describes and discusses the instruments used to measure the variables.

#### **3.2 RESEARCH DESIGN**

The purpose of this study is to investigate the relationship between HRM practices and employee job satisfaction among civil servants. The HRM practices consist of four dimensions, which are compensation, performance appraisal, training and development, and career advancement.

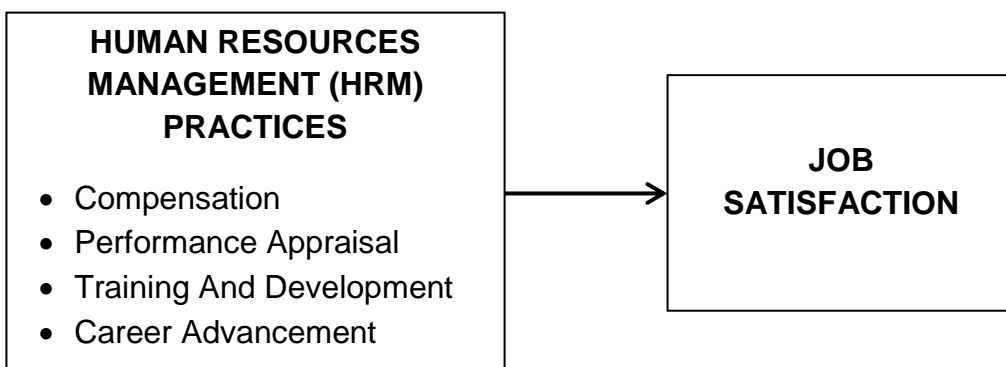
In order to see the relationship between the said variables, correlation study will be executed. Cavan, Delahaye and Sekaran (2000) mentioned that correlation study is specifically used to identify the relationship between independent variables (HRM practices) and the dependent variables (job satisfaction).



To examine the relationship between these variables, a quantitative method will be used to gather the data. Quantitative data is most often collected in the form of a questionnaire or survey. This method typically involves the development of questions as well as scales that are used to measure the variables (independent and dependent) and other important factors on a numerical level. Zikmund (2003) stated that the aim of quantitative research is to determine the quantity or extent of some phenomenon in the form of numbers.

### 3.3 RESEARCH FRAMEWORK

Based on the literature review discussed before, research framework has been developed for this study as illustrated in Figure 3.1. It consists of HRM practices (compensation, performance appraisal, training & development and career advancement) as independent variable and job satisfaction as dependent variable.



**Figure 3.1**  
*Research Framework*

### **3.4 HYPOTHESIS**

Based on the literature review discussed and theoretical framework developed in previous section, the hypotheses below were concluded:

- H1** - There is a positive relationship between human resources practice (compensation) and job satisfaction among civil servant.
- H2** - There is a positive relationship between human resources practice (performance appraisal) and job satisfaction among civil servant.
- H3** - There is a positive relationship between human resources practice (training & development) and job satisfaction among civil servant.
- H4** - There is a positive relationship between human resources practice (career advancement) and job satisfaction among civil servant.

### **3.5 QUESTIONNAIRE DESIGN**

For this study, researcher used eight-page questionnaire (which includes cover page) which is divide into three (3) main sections for data collection process. Sekaran (1992) stated that questionnaire is one of the most common methods of data collection when a large number of people are to be reached. The questionnaire of this study was adopted from well-validated

and reliable measures for both variables (independent and dependent) adapted from Wright and Cropanzano (1998); Kim, Price, Mueller and Watson (1996); Singh (2004) and Burke, Divinagracia and Mamo (1998). Questionnaire used for this study is attached as Appendix 1.

The questionnaire consists of three (3) sections as exhibited in Table 3.1. Section I contains information regarding the respondent's demographic features which includes information about personal and demographic data of respondents. Statement covering gender, age, marital status, length of service, highest level of education, grades and wages will be asked.

Section II consists of items measuring job satisfaction and Section III of the questionnaire comprised items measuring HRM practices relating to compensation, performance appraisal, training and development, and career advancement.

**Table 3.1**  
*Questionnaire Design*

<b>Section</b>	<b>Content</b>
Section I	Demographic Profile
Section II	Job Satisfaction
Section III	HRM practices

### **3.6 QUESTIONNAIRE TRANSLATION**

According to Deutscher (1968); Whyte and Braun (1968); Sechrest et al. (1972) and Temple (1997), one of the major difficulties of any kind of

research in which the language of the people under study is different from that of the write-up is gaining conceptual equivalence or comparability of meaning. Phillips (1960) said that the quality of the translation depends on the numbers of factors, some of which may be beyond the researcher's control. Phillips sees this as 'in absolute term an unsolved problem' which results from the fact that 'almost any utterance in any language carries with it a set of assumption, feelings, and values that the speaker may or may not be aware of but that the field worker, as an outsider, usually is not'. Whether one is trying to translate a survey instrument, an interview schedule or a test, as several researchers caution us, even an apparently familiar term or expression for which there is direct lexical equivalence might carry 'emotional connotations' in one language that will not necessarily occur in another. A good example of such a case is the expression 'civil service mentality'. Although, as one might argue, this expression conjures up a similar 'image' in several cultures (for example, that people who have a civil service mentality are, as Moses and Ramsden (1992) said that, 'very observant of their rights'), it might not be easy for the English reader to pick-up the full implications the term carries for a Greek unless it is accompanied by more 'cultural' information on the (negative) associations and connotations that the term 'civil mentality' has in a Greek context.

The important techniques for eliminating translation-related problems include back translation, consultation and collaboration with other people during the translation process and pre-testing or piloting (for example, interviews) whenever this is possible. For many researchers, combining some or all of

the above-mentioned techniques is seen as the best and most efficient way to deal with translation-related problems. When using multiple methods, as Brislin et al. (1973) argue, the weakness of one method could be offset by the strengths of the other. Thus, for the purpose of this study the questionnaire is conducted in two (2) languages that are English and Bahasa Malaysia to help correspondents for better understanding.

### **3.7 MEASUREMENT**

This section describes the measures used in this study. The dependent variable in this study is job satisfaction and the independent variables are HRM practices. The five-point Likert scale ranging from 1: “Strongly Disagree” to 5: “Strongly Agree” is used to measure the variables. In order to answer the questionnaire, respondents have to select their choice of answer based on the five-point scale. Each answer will be given a score. It is easier for the respondents to understand the format and produce more accurate answers.

#### **3.7.1 Dependent Variable - Job Satisfaction**

The dependent variable, job satisfaction, is measured using human resources scales adapted from Wright and Cropanzano (1998) reflecting overall general job satisfaction with fifteen-items. Example of item is; *I feel fairly compensated for my work.* The operational definition for job satisfaction is an emotional reaction that results from the preparation that

one's job fulfillment of one's important job value, providing and to the degree that those values are congruent with one's need.

### **3.7.2 Independent Variables - HRM Practices**

The independent variables which consist of compensation, performance appraisal, training and development, and career advancement are all measures using a five-point Likert scale.

For independent variable – compensation; the operational definition is satisfied salary, incentives and recognition given is commensurate with the job performed. For this variable, the question is adapted from Kim, Price, Mueller and Watson (1996) with six items with example item; *the incentive such as bonuses had motivated me to perform well in my job.*

To measure performance appraisal and training and development, the questions are adapted from Singh (2004) and the operational definition for performance appraisal is the process of evaluating how well employees perform their jobs when compared to a set of standard, and then communicating that information to those employees. Seven-item measure with the example item: *employees are provided performance based feedback and counseling.* As for training and development, six-item measure with the example of the question; *training needs identified are realistic, useful and based on the business strategy of the organization.* Operational definition for

training and development is the process of systematically developing expertise in individuals for the purpose of improving performance.

To measure the last independent variable – career advancement, five-item adapted from Burke, Divinagracia and Mamo (1998) is used. Example of the question is; *I can be expected to advance in career as far as my abilities permit.* The operational definition for this variable is perception pertaining to career paths, career aspirations and promotion in their organisation.

### **3.8 SAMPLING PROCEDURES**

Population refers to the entire group of people, event or things of interest that researcher wishes to investigate. Sekaran (2003) suggested that sampling design and sampling size are very crucial. A proper sampling design and size helps to draw conclusion that would be generalized to the population interest. According to Zikmund (2003), sample is a subset or some part of a larger population.

For the purpose of this study, the researcher has identified a front liner agency located in Putrajaya that provides customer service to public. The researcher targeted the entire population of the agency, which is approximately 1,000 employees. According to Krejcie and Morgan (1970), a sample of 278 respondents will be a sufficient sample size for this population size.

In this study the researcher used a probability sampling type namely simple random sampling to collect data from the respondent. According to Zikmund (2003) a sample random sampling was employed as it could guarantee equal chances of population to be included in the sample. The simple random sampling is deployed so every element in the population has the equal chance of being selected (Sekaran, 2003).

Since the study was conducted using questionnaire about 300 sets of questionnaire were distributed among the employee; forecasting some number of rejected questionnaires due to incomplete or no return from employees. The questionnaires are distributed randomly to all departments.

### **3.9 DATA COLLECTION**

The data for this study was collected using questionnaire that consist of statement pertaining job satisfaction and HRM practices which were distributed randomly. The researcher sought assistance from head of department to distribute the questionnaires to the respondents.

The questionnaires were distributed among the respondents by hand and after one week it was collected for data analysis. After collecting the completed questionnaires, the researcher than exported all data to SPSS for analysis. This process took almost two weeks to complete.



### **3.10 TECHNIQUE OF STATISTICAL ANALYSIS**

This current study will utilize the Statistical Package for Social Sciences (SPSS) version 16.0 for windows to perform the statistical analysis. Examining the data will inclusive of reliability analysis, descriptive analysis or sample background, correlation analysis, and regression analysis.

To confirm whether all the four aspects of HR practices measuring the same underlying constructs or the scales are said to have internal consistency, the reliability analysis will be used. Cronbach alpha coefficient will be the indicating tool to check for the consistency. According to Nunally (1978), the acceptable alpha coefficient should be more than 0.7 Zikmund (2003), explained reliability as the extent to which measures are error free hence, consistent and similar results can be obtained across circumstances and in excess of time.

Descriptive analysis will check the mean, standard deviation, minimum and maximum values of all the HRM practices and also job satisfaction. The frequency percentage of all samples can also be obtained.

The statistical method of Pearson Correlation is used to determine the existence of any correlation between the independent variables "HRM practices" and the dependent variable, job satisfaction. The strength association among variables could also be computed and investigated.

Finally, Multiple Regression Analysis is conducted to test the relationship between human resource practices and employee job satisfaction and how much of the variance in compliance with job satisfaction can be explained by all the HRM practices. The answer to which of these four aspects of the independent variables in hierarchical subsequent is a better predictor of compliance with HRM practices scores, could be worked out.

### 3.11 PILOT TEST

Pilot test was done at the initial state of the study to confirm on the reliability consistency and stability of the research process. Approximately 40 individuals from the different department /unit were selected to participate in the pilot study. According to Zikmund (2003), pilot study will serve as a guide for larger study and it collected data from the definitive subjects of the research project in a small scale probing sampling technique without exact standard. The result of the pilot test study is shown in Table 3.2.

**Table 3.2**

*Pilot Study Reliability Test*

<b>Variables</b>	<b>Cronbach's Alpha</b>
Job Satisfaction	.905
Compensation	.812
Performance Appraisal	.868
Training and Development	.881
Career Advancement	.822

### **3.12 SUMMARY**

In this chapter the researcher has been briefly explained and elaborated the research design and framework, hypothesis, data collection and sampling procedures, instrumentation and measurement and techniques of statistical analysis. The following chapter will discuss on the findings of the study.

## **CHAPTER FOUR**

### **FINDINGS**

#### **4.1 INTRODUCTION**

This chapter will analyze the data findings of the study. All data were analyzed using statistical package for the social sciences (SPSS) version 16.0 for Windows to perform the statistical analysis. The data were examined with reliability analysis, descriptive analysis or sample background, correlation analysis, and regression analysis. Frequency analysis was utilized for analyzing the respondents' demographic characteristics such as age, gender, and marital status.

#### **4.2 FINDINGS**

In this segment the researcher discusses on the findings based on the tests conducted. Based on findings the researcher will then identify the relationship between HRM practices (compensation, performance appraisal, training and development, and career advancement) and job satisfaction among civil servant.

##### **4.2.1 Reliability Analysis**

Although the questionnaire used in this study was adopted from well-validated sources, we further tested the validity and reliability of the

questionnaire; as it is used for different group of respondents. Cronbach's Alpha Coefficient is used to conduct the reliability of the instruments. According to George and Mallery (2003), reliability is the degree to which measure are free from error and therefore yield consistent result. According to Zikmund (2003), the acceptable alpha coefficient should be more than .70, explained reliability as the extent to which measures are error free hence, consistent and similar results can be obtained across circumstances and in excess of time. Those value in .70 is consider acceptable and those reliability value less than .60 is consider to be poor (Sekaran, 2003).

Form the analysis conducted in this study, all independent variables and dependent variable met the requirement of Cronbach's Alpha and been summarized in Table 4.1 below.

**Table 4.1**

*Reliability Statistics*

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>N of items</b>
Job Satisfaction	.930	15
Compensation	.893	6
Performance Appraisal	.914	7
Training and Development	.907	6
Career Advancement	.866	5

According to Nunally (1978), for internal consistency scale to measure the same underlying construct, the Cronbach's Alpha coefficient of the scale should be above 0.5. As indicated in Table 4.1, all the four (4) facets of the independent variables and dependent variable having the Cronbach's Alpha

coefficient of higher than 0.7; most of the value range .866 to .930. Therefore the result of this reliability analysis indicates that all the items are acceptable to measure all the variables (independent and dependent), thus it is reliable to be used for this study.

#### 4.2.2 Respondents' Profile

Descriptive statistics such as frequency and percentage are used to describe the respondents' profile or characteristics. A total of 300 questionnaires were distributed and 200 questionnaires or 67% of it has been completed and returned for further examination. Individual result from SPSS on the distribution of respondents' summarized in Table 4.2.

**Table 4.2**

*Frequency Distribution of Respondents' Profile*

<b>Demographic</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Gender	Male	69	34.5
	Female	131	65.5
Total		200	100
Age	< 25 years old	28	14.0
	26-35 years old	118	59.0
	36-45 years old	41	20.5
	> 46 years old	13	6.5
Total		200	100
Marital Status	Single	53	26.5
	Married	140	70.0
	Widow	4	2.0
	Divorce	3	1.5
Total		200	100

<b>Demographic</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Educational Level	Primary	5	2.5
	Secondary – PMR	4	2.0
	Secondary – SPM	90	45.0
	Cert/STPM	16	8.0
	Diploma	55	27.5
	Bachelor	25	12.5
	Master	5	2.5
Total		200	100
Job Grade	< 17	137	68.5
	22-26	22	11.0
	27-38	23	11.5
	41-48	16	8.0
	48-52	2	1.0
	Total		200
Years of Service	< 2yrs	22	11.0
	2-5yrs	64	32.0
	6-8yrs	56	28.0
	9-11yrs	19	9.5
	> 12yrs	39	19.5
Total		200	100
Gross Salary	RM 1,000- RM 1,500	42	21.0
	RM 1,501- RM 2,500	92	46.0
	RM 2,501- RM 3,000	40	20.0
	RM 3,001- RM 3,500	11	5.5
	RM 3,501- RM 4,000	12	6.0
	RM 4,001- RM 4,500	2	1.0
	> RM 4,501	1	0.5
Total		200	100

Based on the frequency distribution table, it shows that 65.5 % of the respondents are female with 131 of them presenting the total, and 69 (34.5%) are male. Out of 200 respondents, 59% or 118 respondents of them aged between 26-35 years old, followed by respondents aged 36-45 years old with 20.5% (41 respondents), <25 years old with 14% (28 respondents) and 6.5% or 13 respondents aged > 46 years old. In term of marital status, 70% or 140 of respondents are married, followed by 26.5% (53 respondents) are single and the rest are widows (2% or 4 respondents) and divorce (1.5% or 3 respondents).

On education level, 90 of them or 45% of respondents complete their secondary level with SPM, followed with diploma holder with 27.5% or 55 respondents, 12.5% or 25 respondents are bachelor holder. Another 5% are from the respondents who completed their primary level and master (2.5% or 5 respondents for each category respectively) and rest of 2% or 4 respondents completed their secondary level with SRP/ PMR.

Based on the findings, it is found that 68.5% or 137 respondents were at the job grade of 17 and below. 11.5% or 23 respondents were holding post at grades between 27-38 and followed by 11% or 22 respondents were at grades 22- 26. The remain of 9% or 18 respondents were at executive or managerial level with 8% or 16 respondents at executive level and 1% or 2 respondents are holding managerial post.



In term of years of service more than 70% of the respondents worked less than 9 years. A total of 22 respondents or 11% worked less than 2 years. 32% or 64 respondents worked between 2 to 5 years and balance of 28% or 56 respondents worked between 6 to 8 years with the agency. The balance of 29% of the respondents worked more than years with 19.5% (39 respondents) has been working more than 12 years and 9.5% of them or 19 respondents has been working between 9 to 11 years.

In this research, the respondents also been asked about their gross salary received every month. From the finding it is found that 46 % or 92 respondents indicated that their gross salary is between RM1,501 to RM2,500 monthly. 21% (42 respondents) indicated that their gross salary is between RM1,000 to RM1,500 per month followed with 20% or 40 respondents were receiving between RM2,501 to RM3,000 monthly. Out of 25 respondents or 12.5% indicated that their monthly gross salary is between RM3,501 to RM4,000 and only 0.5% or 1 respondent indicated receiving gross salary more than RM 4,501 monthly.

#### **4.2.3 Descriptive Statistics**

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are shown in Table 4.3.

**Table 4.3***Descriptive Statistics of Variables*

<b>Variables</b>	<b>Mean</b>	<b>Std. Deviation</b>
Job Satisfaction	3.67	.540
Compensation	3.53	.700
Performance Appraisal	3.51	.627
Training & Development	3.52	.661
Career Advancement	3.69	.636

Based on the findings shown in Table 4.3, it is found that the mean values for variables are all above moderate which indicate that respondents are quite satisfied with the current HRM practice. The mean value for job satisfaction is  $M=3.67$ , compensation is  $M=3.53$ , performance appraisal is  $M=3.51$ , training and development is  $M=3.52$  and career advancement is  $M=3.69$ .

Another measurement of dispersion of interval and ratio scale data can be measured by using standard deviation. According to Sekaran (2003), the standard deviation, in conjunction with the mean, is a very useful tool because of the following rules, in a normal distribution. In Table 4.3 shows the standard deviation for all variables as follows; job satisfaction is .540, compensation is .700, performance appraisal is .627, training and development is .661 and career advancement is .636.

#### **4.2.4 Hypothesis Testing**

According to Sekaran (2003), in research project that includes several variables, beyond knowing the means and standard deviation of the dependent and independent variables, the researcher would often like to know how one variable is related to another.

For that two (2) types of test are used to determine the existence of any relationship between the independent variables and dependent variable. Therefore Pearson Correlation Coefficient and Multiple Regression test are used to see the relationship between job satisfaction and HRM practices (compensation, performance appraisal, training & development and career advancement).

The result of Pearson Correlation Coefficient and Multiple Regression are presented in the following section.

##### **4.2.4.1 Correlation Analysis**

Correlation analysis is used to describe the strength and direction of the linear relationship between two variables. In this study Pearson Correlation Coefficient is used to measure the correlation between job satisfaction and HRM practices (compensation, performance appraisal, training & development and career advancement) among civil servant in Putrajaya. The symbol of a correlation is  $r$ , and can be range from -1.00 to +1.00. This value indicates the strength of the relationship between two variables and its

direction. Different authors suggest different interpretations; however Cohen (1988) suggests the following guidelines as shown in Table 4.4 below.

**Table 4.4**

*Interpretation of the r value*

r = .10 to .29 or r = -.10 to -.29	Small
r = .30 to .49 or r = -.30 to -.49	Medium
r = .50 to 1.0 or r = -.50 to -1.0	Large

Source: Cohen(1988).

Based on the analysis, the findings are summarized as in Table 4.5 below:

**Table 4.5**

*Result of Pearson Correlation Coefficient*

<b>Variables</b>	<b>C</b>	<b>PA</b>	<b>T&amp;D</b>	<b>CA</b>	<b>JS</b>
Compensation	1				
Performance Appraisal	.622**	1			
Training & Development	.497**	.725**	1		
Career Advancement	.550**	.754**	.703**	1	
Job Satisfaction	.676**	.781**	.676**	.768**	1

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

Notes: C (Compensation); PA (Performance Appraisal); T&D (Training and Development); CA (Career Advancement); JS (Job Satisfaction)

Based on the result shown in Table 4.5, the correlation between compensation and job satisfaction was investigated and it is found that there is a large relationship between compensation and job satisfaction among civil

servant ( $r = 0.676$ ), the result indicates that there is a strong positive relationship between compensation and job satisfaction among civil servant.

The correlation between performance appraisal is tested against job satisfaction and the result indicates that there is a large relationship between these two variables ( $r = 0.781$ ). The result supports that there is a strong positive relationship between performance appraisal and job satisfaction among civil servant.

By using the same method, the correlation between training & development and job satisfaction is tested. The result shows that there is a large relationship between these two variables ( $r = 0.676$ ). The result supports that there is a strong positive relationship between training & development and job satisfaction among civil servant.

Lastly the correlation between career advancement and job satisfaction was investigated and it is found that there is a large relationship between career advancement and job satisfaction among civil servant ( $r = 0.768$ ), shows that a strong positive relationship between career advancement and job satisfaction among civil servant.

#### **4.2.4.2 Multiple Regression Analysis**

Finally, in this study, Multiple Regression Analysis is conducted to see the relationship between human resource practices and employee job

satisfaction and how much of the variance in compliance with job satisfaction can be explained by all the HRM practices. It also gives an indication of relative contribution of each independent variable towards dependent variable.

The analysis findings are then compared against the hypothesis developed earlier in this study. The findings answered to which of these four aspects of the independent variables in hierarchical subsequent is a better predictor of compliance with HRM practices scores that contributes the most towards job satisfaction among civil servant.

**Table 4.6**

*Model Summary*

<b>Mode</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.854a	.729	.723	.28430

a. Predictors: (Constant), Career Advancement, Compensation, Training & Development, Performance Appraisal

The model summary shown in Table 4.6 above explains the value of R Square of 0.729 or 72.9% of the variance in the job satisfaction is accounted for by compensation, performance appraisal, training & development and career advancement.

To further to answer the hypothesis and to identify which HRM practices facets contribute most towards job satisfaction, the summary of Regression Analysis is tabled as in Table 4.7.

**Table 4.7***Coefficients<sup>a</sup>*

<b>Model</b>	<b>Standardized Coefficient</b>	
	<b>Beta</b>	<b>Sig.</b>
1 (Constant)		.000
Compensation	.259	.000
Performance Appraisal	.298	.000
Training & Development	.098	.090
Career Advancement	.332	.000

a. Dependent Variable : Job Satisfaction

Based on the findings, it is found that from four facets of independent variables; only three facets (compensation, performance appraisal and career advancement) have significant relationship on job satisfaction. This is derived at the significant level of  $p < 0.01$ .

Further the researcher is to make comparison and identify which HRM practices facets make the strongest unique contribution to explain the dependent variable (job satisfaction). For that the beta value of every facet is compared. Beta value is a measure of how strongly each predictor facet influences the criterion (dependent) variable. The beta is measured in units of standard deviation, the higher the beta value the greater the impact of the predictor facet contribution to the equation.

Comparatively, the highest beta value comes from the career advancement where  $\beta = 0.332$  follows by performance appraisal with  $\beta = 0.298$  then compensation represented by beta value of .259.

In addition, the regression finding shows that training and development (beta =0.098, p>0.05) indicates that this facet has no significant contribution to the equation.

### 4.3 SUMMARY

This chapter had presented the findings analysis of this current study. Based on the result of Multiple Regression Analysis, the hypothesis for this study can be confirmed and summarized as per Table 4.8.

**Table 4.8**

*Summary Result of the Multiple Regression Analysis*

	<b>Hypothesis</b>	<b>Hypothesis Result</b>
H1	There is a positive relationship between human resources practice (compensation) and job satisfaction among civil servant.	Supported
H2	There is a positive relationship between human resources practice (performance appraisal) and job satisfaction among civil servant.	Supported
H3	There is a positive relationship between human resources practice (training & development) and job satisfaction among civil servant.	Not Supported



---

<b>Hypothesis</b>	<b>Hypothesis Result</b>
H4 There is a positive relationship between human resources practice (career advancement) and job satisfaction among civil servant.	Supported

---

The discussion of the findings will be presented in chapter 5.

## **CHAPTER FIVE**

### **DISCUSSION, RECOMMENDATION AND CONCLUSION**

#### **5.1 INTRODUCTION**

The purpose of this chapter is to provide a summary of the findings obtained from tests conducted in this study. The conclusion based on the findings will then answers the research question posed in this study which is to determine the relationship between HRM practices and job satisfaction among civil servants. The researcher has also provides recommendations based on the research findings as well as recommendations for future research.

#### **5.2 DISCUSSION**

Job satisfaction is important to all organization had and positive returns derived from the organization that the employees belong to will have an affect with regards to the level of productivity, enhance skills, ignites creativity and effort (Wright & Davis, 2003). Several factors that contribute to job satisfaction among employee and one of it are HRM practices.

This study is conducted to find the relationship and explain the influence of HRM practices (compensation, performance appraisal, training and development and career advancement) with job satisfaction among the civil servant.

In the following discussion, the result of each objective are reviewed and compared with previous literature.

### **5.2.1 The Level of Job Satisfaction**

According to the analysis result, it is found that most of the respondents are satisfied with their job ( $M=3.67$ ,  $SD=.540$ ). This finding is parallel with the research by Shobha and Hartesh (2013), on 50 employees in public and private sector in India and found that about 24% of public employees are satisfied with their job. According to Robbins (1998), high job satisfaction has been recorded among Americans (80%) while low job satisfaction 14% has been recorded among the Japanese because the Japanese assign workers to jobs despite their interest whereas as Americans look at the worker personally and preferences.

With all the current fringe benefits provided to the civil servants such as leaves, housing loans, medical and hospital benefits which are better compared to civil servants in the most ASEAN countries, these are the factors that contribute to the job satisfaction among civil servants in Malaysia. The Government from time to time has made improvement in term of benefits and career path to boost the job satisfaction among civil servants and in the same time increase the productivity of public service.

### **5.2.2 The Relationship between Compensation and Job Satisfaction**

In this study, the researcher found that there are a significant relationship between compensation and employee job satisfaction ( $\beta=0.259$ ,  $p<0.01$ ), which suggested that compensation is one of the important factors that contribute to job satisfaction among civil servants. The result indicates that most of the civil servants agreed that compensation is one of the factors that contribute to their job satisfaction. This is parallel to the finding by Ting (1997) in a study on the employee of US government found that compensation was one of the most important determinants of job satisfaction. Ting (1997) asserts the significant of pay is strongly determined of job satisfaction. Moreover his work explains two different type of pay practices effect on job satisfaction; satisfaction with pay itself and satisfaction with financial prospects in the future. There is a longstanding interest of two items which are correlated with job satisfaction. A long the same line, the relationship between pay practice and job satisfaction is useful to influence motivation of employees' work to increase higher productivity.

The relationship between pay practices and job satisfaction is ambiguous in the efficiency wage theories. However, there are some distinct studies such as Steijin (2002) examine the overall job satisfaction of Dutch public workers with respect to their pay. The results show that there is positive effect of the existence of HRM practice which refers to pay practice on the job satisfaction. Likewise, Bradley, Petrescu and Simmons (2004) observe the impact of human resource management practices and pay inequality on workers' job satisfaction. On their study employ many HRM practices such

as work organization, recruitment and pay practice as independent variables and job satisfaction as dependent variable. The results show that the pay practice is positively associated with the job satisfaction.

In this study, researcher realized that rising prices, especially in food and fuel as well as child care cost has affected the living cost among the public servants, especially those who are earning RM 3,000 and below. This is one of the factors why civil servants, especially those living in Putrajaya agree that compensation has a significant relationship to their job satisfaction.

### **5.2.3 The Relationship between Performance Appraisal and Job Satisfaction**

Marquardt (2004) mentioned that one of the most critical that bring global success is performance appraisal. Based on the regression analysis it is found that there is significant relationship between performance appraisal and job satisfaction among the respondents ( $\beta=0.298$ ,  $p<0.01$ ). This finding is parallel with the research finding by Ndambakuwa and Mufunda (2006) on the impact of performance appraisal on university academic staff in Zimbabwe, where there is a positive influence of performance appraisal system on the job satisfaction and productivity. Mani (2002) also agreed that many previous studies showed that pay-for-performance based on appraisal ratings will give employees incentives to improve productivity. Harris (2001) indicates that performance appraisal is very important today, which is

integrated as part of managing people and play a major role in improving the employee job satisfaction in many organizations.

Improvement in performance appraisal system will boost job satisfaction among staff when they know that they will be appraised fairly and the result will effect on their salary and career path. Employee's performance should be appraised from time to time so that organization can come to know about the efficiency of the organization. Based on respondent's profile, about 73% of respondents, which consist respondents aged between 35 years old and below has a long period of service and with a good performance appraisal system their chances to be promoted are higher and as such will improve their living status. Knowing that they will be appraised fairly and transparent, this will contribute to their job satisfaction. Witt and Nye (1992) also acknowledged that individuals who perceive their promotion decisions are made in a fair and just manner are likely to experience satisfaction with their jobs.

#### **5.2.4 The Relationship between Training and Development and Job Satisfaction**

The finding from regression analysis indicated that training and development has no significant contribution to the equation ( $\beta=0,098$ ,  $p>0.05$ ). Likewise on the previous finding by Choo and Bowley (2007) where they investigated the influence of training and development on employee's job

satisfaction at one of Australia's fastest growing franchises where they found that the effectiveness and efficacy of a training program are positively affected on the employee job satisfaction.

The implementation of the New Remuneration System (NRS) on 1 November 2002 is aims to promote personal development, acquisition of knowledge, skills, creativity and innovation among civil servants, based on competence and continuous education. Based on Human Resource Training Policy in Public Sector has stated that all civil servants must equip themselves with attitude, skills and knowledge developed through human resource development program based on competence development and continuous learning. In 2011, JPA has introduced the Integrated Programme and Competency Potential (PROSPECT) which is created as a mechanism for the development of competence and potential for comprehensive and will be implemented throughout the officer's career. PROSPECT program is a comprehensive program for evaluating and developing the competence and potential employees in an effort to produce high-potential employees.

Based on the initiatives made by the government to enhance civil servants' competency through training and development, the researcher believe that this has become one of the factors why the civil servants agree that training and development has no significant relationship to their job satisfaction.

### **5.2.5 The Relationship between Career Advancement and Job Satisfaction**

Based on the regression analysis there is a significant relationship between career advancement and job satisfaction among civil servants in Putrajaya. The result supports statement by Drafer and Kossen (2002), that a lot of people will experience satisfaction when they think that they have a good future opportunity. This is also parallel with the research finding by Society for Human Resource Management (SHRM) in 2011 when 36% of the employees agreed that career advancement was very important factor towards job satisfaction.

This result shows that most of the civil servants in Putrajaya agreed that career advancement play an important factor towards their job satisfaction. With 93% of the respondents are aged 45 years old and below, this facet have been seen as the most factor in relation to their job satisfaction as they still have a long period to server the country when the Government revised the retirement age from 58 to 60 in year 2010. Clear career advancement will promise them for a better pay and position and in return will increase their motivation. According Chang, Wunn and Tseng (2003), if employee could have a job matching up with their career advancement, they will enjoy their job and perform well. This also supported by the research findings by Bond and Bunce (2003), found that employed individuals who feel freedom in their job tasks report more positive work outcomes, including job satisfaction, meaning and involvement.



### **5.3 IMPLICATION**

In this study the researcher aims to identify the relationship of HRM practices and job satisfaction among civil servant. Four independent variables, namely compensation, performance appraisal, training and development and career advancement have been selected. After analyzing the data, it is found that career advancement contribute the strongest unique contribution to explain the dependent variable (job satisfaction) among the other facets followed by performance appraisal, compensation and lastly training and development. This result shows that most of the civil servants agreed that career advancement play an important factor towards their job satisfaction and in the same time motivate them.

In reality all the facet are interconnected. The improvement in performance appraisal system for example will boost job among staff when they know that they will be appraised fairly and the result will effect on their salary and career path. Employee's performance should be appraised from time to time so that organization can come to know about the efficiency of the organization. This has been acknowledged by Witt and Nye (1992) individuals who perceive their promotion decisions are made in a fair and just manner are likely to experience satisfaction with their jobs. As such training and development will come in to ensure that the employees are competent in performing their work. Training and development programs should be conducted from time to time so that employees do not get bored from their job. Training must be effectively used to enrich one's job and to bring out employees' potential.

In the public sector the employee knows that there are limited positions in the organization, and not everyone can get what they desired; promotion. Looking at this situation, individual with different career advancement will have different solution. For example some of them will request for job rotation or transfer to new environment to gain experience. By doing this they will enhance their knowledge, skills and in the same time motivate them in their work life. In the end this person will satisfied with their job. According to Lease (1998) employees with higher job satisfaction are usually less absent, less likely to leave, more productive, more likely to display organization. It is often assume that employees who are more satisfied with their job are more likely to produce better work outcome. This is based on the rationale that higher levels of satisfaction improve morale and reduce voluntary turnover (Dole & Schroeder, 2001).

As such the findings of this research will give a good indicator to the Government especially Public Service Department of Malaysia to propose new initiatives towards improving civil servants job satisfaction and in the same time increase the productivity.

#### **5.4 RECOMMENDATION FOR FUTURE RESEARCH**

This study had provided only a small portion of idea regarding on the factors that influence job satisfaction among civil servants. Hence, it would be beneficial for the future researcher to consider the following recommendations:

1. This study should be expanded to cover the entire respondents from all grades to enhance the consistency of results. This is because in this study the researcher only gets the feedback from the respondents at grade of 52 and below, which may not reflect the real situation in the public sector.
2. The study should include other aspects of the human resource management such as planning, staffing and workforce diversity so that this will increase the accuracy of understanding the factors that could impact the job satisfaction among civil servants as there are several of factors that contribute job satisfaction among employees.

## **5.5 RESEARCH LIMITATION**

This research is restricting by several limitations as stated below:

1. There are many researchers have been conducted on HRM practices in relations to job satisfaction in Malaysia, however, from the researcher's knowledge there are only few involved the public sector thus the references are limited.
2. In this research only four variables have been discussed, researcher believes that there are many other HRM practices factors that may contribute to job satisfaction. Factors such as supervisor's role, job motivation and working environment may also become potential factors to contribute to job satisfaction which is not cover in this study.

## **5.6 CONCLUSION**

According to Anthony, Kacmar & Perrewe (2002), HRM practices are defined as a set of planned strategies and policies implemented by an organization to ensure organization's human capital efficiently and effectively contributes achieve organizational objectives. Therefore, this research treated respondents from a front liner agency as a sample to modified and test the scale of whole government servant and provide an effective theoretical basis in future studies. In addition this study was to investigate the relationship between independent variables and job satisfaction among civil servants which was a new beginning of the study.

This study proposes that certain HRM practices create the favourable approach on the job satisfaction. Three main variables of HRM practices namely career advancement, compensation and performance appraisal have play a crucial role to enhance job satisfaction of employees. The strong positive relationship between HRM practice and job satisfaction provide a wisdom way on how an organization can motivate an employee to work efficiently.

Based on the result in Chapter 4, it proved that there is a positive relationship between HRM practices and job satisfaction. The justification become more strong when other researchers tell that HRM practices became recognized as formal organizational policies, practices and procedures that through rewards and expectations, inform employees about the goals that are important for the organization and the proper means to achieve them

(Kopelman, Brief & Guzzo, 1990; Yeung, Brockbank & Ulrich, 1991). This indicates that the HRM practices in government sector need to be reviewed and upgraded continually, to give indication to civil servants that the Government is taking care of their wellbeing and gives more benefit to all employees.

## REFERENCES

2011 Employee Job Satisfaction and Engagement, A Research Report by the Society for Human Resource Management (SHRM), [www.shrm.org](http://www.shrm.org)

Absar, M., Azim, M., Balasundam, N., & Akhter, S. (2010). Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh. *Economic Sciences Series*, 62(2), 31–42.

Acton, T. and Golden, W. (2003), "Training the knowledge worker: a descriptive study of training practices in Irish software companies", *Journal of European Industrial Training*, Vol. 27 Nos 2-4, pp. 137-46.

Adams, J.S. (1991). Issues in the management of careers. In R.F. Morrison and J. Adams, (Eds.), *Contemporary Career Development Issues*. Hillsdale, NJ: Lawrence Erlbaum and Associates.

Addison, J.T., Siebert, S.W., Wagner, J. and Wei, X. (2000), "Worker participation and firm performance: evidence from Germany and Britain", *British Journal of Industrial Relations*, Vol. 38 No. 1, pp. 7-48.

Agarwala , T., (2008). The relationship between workplace training and organizational commitment in manufacturing firms: Evidence from India. Paper presented at the 7th International Conference on Ethics and Quality of Work-life for Sustainable Development, Bangkok, Thailand.

Marquardt, M. (2004). *Optimizing the Power of Action Learning*. Palo Alto, CA: Davies-Black, 26 (8), 2.

Ahmed Imran Hunjra<sup>1</sup>, Muhammad Irfan Chani , Sher Aslam , Muhammad Azam and Kashif- Ur-Rehman (2010). Factors effecting job satisfaction of employees in Pakistani banking sector, *African Journal of Business Management*, Vol. 4, No. 10, pp. 2157-2163.

Ahmed, A., Ahmed, S., & Akbar, M. (2010). Performance appraisals Impact on attitudinal outcomes and organizational performance. *International Journal of Business and Management*, 5(10), 62- 68.

Akerlof, G. (1984). Gift Exchange and Efficiency Wage Theory. *American Economic Review*, 74(2), 79-83.

Alderfer, C.P. (1972). *Existence, relatedness and growth: Human needs in organizational settings*. New York: Free Press.

Alfaqih, Abdulrahman Ali (2011), "*The Relationship Between Human Resource Management Practices And Job Satisfaction: A Case of Telecommunication Firm in Saudi Arabia*", Universiti Utara Malaysia.

Allen, N.J., & Meyer, J.P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organisation. *Journal of Occupational Psychology*, 63(1), 1-18.

Altarawmneh, I. & Al-Kilani, M. H. (2010). Human resource management and turnover intentions in the Jordanian hotel sector. *Research and Practice in Human Resource Management*, 18(1), 46-59.

Aminuddin, M. (2000). *Human Resource Management* (2 ed.). Kuala Lumpur: Fajar Bakti Sdn Bhd.

Anthony, W. P., Kacmar, K. M., & Perrewe, P. L. (2002). *Human resource management : a strategic approach* (4th ed.). Fort Worth: Harcourt College Publishers.

Appellabum, E., Bailey, T., Berg , P., Kalleberg , A., 2000. *Manufacturing advantage: Why high-performance work systems pay off*. Ithaca, NY: Cornell University Press.

Armstrong, M. (1999): *Employee Reward*. 2<sup>nd</sup> edition. London: CIPD

Arnolds, C.A., & Boshoff, C. (2001). The challenge of motivating top management: a need satisfaction perspective. *Journal of Industrial Psychology*, 27(1), 39-42.

Artz, B. (2010). Fringe benefits and job satisfaction. *International Journal of Manpower*, 31(6), 626-644.



Arunima Shrivastava and Pooja Purang (2009), “ *Employee Perceptions Of Job Satisfaction: Comparative Study On Indian Banks*”, Asian Academy of Management Journal, Vol. 14, No. 2, 65-78.

Aw, B. & Tan, H. (1995). Training, technology and firm-level productivity in Taiwan (China). Conference on Enterprise and Training Strategies and Productivity. World Bank, June 1995.

Babakus, E., Yavas, U., Karatepe, O. and Avci, T. (2003), “The effect of management commitment to service quality on employees’ affective and performance outcomes”, Academy of Marketing Science, Vol. 31 No. 3, pp. 272-87.

Ballot, G., Fakhfakh, F. & Taymaz, E. (2006). Who benefits from training and R & D, the firm or the workers? British Journal of Industrial Relations, 4, 473-495.

Barney J (1995) ‘Looking inside for competitive advantage’ Academy of Management Executive Vol 9 No 4 pp 49-61.

Barrett, R.S. (1967), Performance Rating, Science Research Associates, Inc., Chicago, IL.

- Bateman, T.S. and Strasser, S. (1984), "A longitudinal analysis of antecedents of organisational commitment", *Academy of Management Journal*, Vol. 27, pp. 95-112.
- Bauer, T. K. (2004), *High performance workplace practices and job satisfaction: Evidence From Europe*, Institute for the Study of Labor (Iza) in Its Series Iza Discussion Papers No: 1265.
- Becker, B. & Gerhart, B. (1996). The impact of human resource management on organizational performance: Progress and prospects. *Academy of Management Journal*, 39(4), 779-801.
- Benke, R. Jr. and J. Rhode. "The Job Satisfaction of Higher Level Employees in Large Certified Public Accounting Firms." *Accounting, Organizations and Society* (1980): 187-201.
- Bond, F. W., & Bunce, D. (2003). The role of acceptance and job control in mental health, job satisfaction, and work performance. *Journal of Applied Psychology*, 88, 1057-1067.
- Boselie, P., Dietz, G. and Boone, C. (2005). Commonalities and on traditions in HRM and performance research. *Human Resource Management Journal*, 15(3), 67–94.

- Bradley, S., Petrescu, A. & Simmons, R. (2004). The Impacts of Human Resource Management Practices and Pay Inequality on Workers' Job Satisfaction. Paper presented at the Western Economic Association 79th Annual Conference Vancouver.
- Brislin, R. W., Lonner, W. and Thorndike, R. M. (1973) Cross-Cultural Research Methods. New York: John Wiley & Sons
- Brown, A., Forde, C., Spencer, D. & Charlwood, A. (2008). Changes in HRM and job satisfaction, 1998–2004: evidence from the Workplace Employment Relations. *Human Resource Management Journal*, 18 (3), 237–256.
- Brown, M., Hyatt, D., & Benson, J. (2010). Consequences of the performance appraisal experience. *Personnel Review*, 39(3), 375-396.
- Bryan, D. Edwards, B. D. & Bell, S. T. (2008). Relationships between facets of Job satisfaction and task and contextual performance. *Applied Psychology: An International Review*: 57 (3), 441–465.
- Burke, R. (1995), "Benefits of formal training courses within a professional setting", *The Journal of Management Development*, Vol. 14 No. 3, pp. 3-14.

Burke, R. J., Divinagracia, L. A., & Mamo, E. (1998). Use of career strategies by Filipino managerial women. *Women in Management Review*, 13(6), 217-220.

Burnes, B. (2000): *Managing Change: A Strategic Approach to Organisational Dynamcis*, Harlow: Financial Times; Prentice Hall

Campbell, J.P., Dunnette, M.D., Lawler, E.E., & Weik, K.E. (1970). *Managerial behavior, performance, and effectiveness*, New York: McGraw-Hill.

Cappelli, Peter and Anne Crocker-Hefter (1996), "Distinctive Human Resources Are Firms' Core Competencies," *Organizational Dynamics*, Vol. 24. pp. 7-22.

Cephas Odini, (1999) "Training and development of skills in a changing information environment", *Library Management*, Vol. 20 Iss: 2, pp.100 – 104

Chang, R. D., Wunn, K. T. & Tseng, Y. C. (2003). A study of the relationships between career orientation, achievement motivation, job satisfaction, and intention to stay for auditors. *Journal of Business and Economics Research*, 1(4), 117-128.

Chelte, Anthony F. and others, "Did Job Satisfaction Really Drop During the 1970's?", *Monthly Labour Review*, November 1982, pp 33-36

Chen, T., Chang, P., & Yeh, C. (2004). A study of career needs, career development programs, job satisfaction and the turnover intentions of R&D personnel. *Career Development International*, 9(4), 424-437.

Chew, Y.T. (2005), "Achieving organizational prosperity through employee motivation and retention: a comparative study of strategic HRM practices in Malaysian institutions", *Research and Practice in Human Resource Management*, Vol. 12 No. 2, pp. 87-104.

Clark, A. (1996) Satisfaction and Comparison Income. *Journal of Public Economic*, 61:59-81

Cohen, J (1988), *Statistical Power For Behavioral Sciences*, Hillsdale, NJ: Erlbaum.

Cotton, J.L. and Tuttle, J.M. (1986), "Employee turnover: a meta-analysis and review with implications for research", *Academy of Management Review*, Vol. 11, pp. 55-70.

Cranny. C. J., Smith, P .C., & Stone, E. F. (1992). *Job satisfaction: How people feel about their jobs and how it affects their performance*. Lexington Books: New York.

- Cumbey, D. A. & Alexander, J. W. (1998). The Relationship of Job Satisfaction with Organizational Variables in Public Health Nursing. *Journal of Nursing Administration*, 28(5), 39-46.
- Currivan, D.B. (2000). The causal order of job satisfaction and organizational commitment in models of employee turnover. *Human Resource Management Review*, 9(4), 495-524.
- Dawis, R. V., & Lofquist, L. H. (1984). A psychological theory of work adjustment: An individual-differences model and its applications. Minneapolis: University of Minnesota Press.
- Dearden, L., Reed, H. & Van Reenen, J. (2006). The Impact of Training on Productivity and Wages: Evidence from British Panel Data. *Oxford Bulletin of Economics and Statistics*, 68(4), 397-421.
- Delaney, J. T. & Huselid, M. A. (1996). The impact of human resource management practices on perceptions of organisational performance. *Academy of Management Journal*, 39(4), 949-969.
- Delbridge, R. and Whitfield, K. (2001), "Employee perceptions of job influence and organizational participation", *Industrial Relations*, Vol. 40 No. 3, pp. 472-89.
- Delery, J. and Doty, D. (1996): *Models of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency and*

Configurational Performance Predictions; *Academy of Management Journal*, 39(4), 802-835

Den Hartog, D. N., Boselie, P., & Paauwe, J. (2004). Performance Management: A model and research agenda. *Applied Psychology: an International Review*, 53(4), 556-569.

Dessler & Garry. (2000) *Human Resource Management*, New Jersey: Prentice-Hall.

Dessler, G., (2007). *Human resource management*. New Delhi: Prentice Hall of India Private Limited.

Dessler, G. (2003). *Human resource management*. Delhi: Pearson Education Asia. Dessler, Garry., *Human Resource Management*, New Jersey: Prentice-Hall.

DeVries, D.L., Morrison, A.M., Shullman, S.L. and Gerlach, M.L. (1981), *Performance Appraisal On The Line*, Center for Creative Leadership, Greensboro, NC.

Doeringer, P. B., Evans-Klock, C. & Terkla, D. G. (1998) 'Hybrids or hodgepodes? Workplace practices of Japanese and domestic startups in the United States', *Industrial and Labor Relations Review*, January.

- Duffy, R. D. & Dik, B. J. (2009). Beyond the self: external influences in the career development process. *The Career Development Quarterly*, 58, 29-43.
- Edgar , F.,Geare , A. (2005). HRM practice and employee attitudes: Different measure s- different results. *Personnel Review*, Vol.34, No.5, pp. 534-549.
- Frincke, J., Lockwood, N., Esen, E., & Williams, S. (2007). Job satisfaction: A survey report by the Society for Human Resource Management. Alexandria, VA: Society for Human Resource Management.
- Gelade Garry A. & Mark Ivery. (2003). The impact of human resource management and work climate on organizational performance. *Personnel Psychology* (Summer), 56(2), 383.
- Gonzalez, J., & Garazo, T. (2006). Structural relationships between organizational service orientation, contact employee job satisfaction and citizenship behavior. *International Journal of Service Industry Management*, 17(1), 23-50.
- Goris, J., Vaught, B. & Pettit, J. (2000). Effects of communication direction on job performance and satisfaction: A moderated regression analysis. *The Journal of Business Communication*, 37(4), 348-368.



Gould -William s, J.(2003). The Importance of HR practices and work Place trust in achieving superior performance: a study of public-sector organizations. *International Journal of Human Resource Management*, Vol.14, No.1, pp. 28-54.

Grattan L (2000). 'A real step change' *People Management*, 16 March, pp27-30.

Greenberg, J. & Baron, R. A. (1997). *Behaviour in organizations: Understanding and managing the Human side of work*, 6th ed, Prentice-Hall, New Jersey.

Guest D (2000). "Human Resource Management, employee well-being and organizational performance" Paper presented at the CIPD Professional Standards Conference, 11 July.

Guest, D. E. (1997). *Human Resource Management and Performance: A Review And Research Agenda*. *The international Journal of Human Resource Management*, 8(3), 263-276.

Guest, D.E. (2002). *Human Resource Management, Corporate Performance and Employee Wellbeing: Building the Worker into HRM*. *The Journal of Industrial Relations*, Vol.44 N.3, September, p. 335-358.

Hall, D.T. (1987). Careers and socialization. *Journal of Management*, 13(2), 301-321.

Harel Gedaliahu H. & Shay S. Tzafrir. (1999). The effect of human resource management practices on perceptions of organizational and market performance of the firm. *Human Resource Management (Fall)*, 38(3), 185.

Henderson, S. J. (2000). "Follow your bliss": A process for career happiness. *Journal of Counseling & Development*, 78, 305-315.

Herzberg, F. (2001): One More Time: How Do You Motivate Employees? *Harvard Business Review*, 81(3), p. 87-96

Herzberg, F., Mausner, B., & Snyderman, B. B. (1959). *The Motivation to Work* (2nd ed.). New York: John Wiley & Sons. Higher Education.

Huang, T. C. (2001). " The relation of training practices and organizational performance in small and medium size enterprises". *Education and training*, 43(8/9), 437-444.

Hunjra, A. I., Chani, M. I., Aslam, S., Azam, M., & Rehman, K. (2010). Factors effecting job satisfaction of employees in Pakistani banking sector. *African Journal of Business Management*, 4(10), 2157-2163

Huselid Mark A., S.E. Jackson & R.S. Schuler. (1997). Technical and strategic human resource management effectiveness as determinants of firm performance. *Academy of Management Journal*, 40(1), 171.

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity and corporate financial performance. *Academy of Management Journal*, 38, 635–672.

Huselid, M. A., Jackson, S. E. & Schular, R. S. (1995). The significance of human recourse management implementation effectiveness for corporate financial performance. Paper presented to the Academy of Management Conference, Vancouver, 6-9 August. In press, *Academy of Management Journal*.

Ivancevich, John A. (2003), *Human Resource Management*, 9th ed., McGraw-Hill, New York.

John Lewis (2007): Interim Financial report. Retrieved from: <http://www.johnlewispartnership.co.uk/Display.aspx?andMasterId=b794db7d-4648-44e4-a931-81228f1340faandNavigationId=576>

Katou , A. A., Budwa r , P. S. (2007), The effects of human resource management policies on organizational performance in Greek manufacturing firms. *Thunderbird International Business Review*, 49(1), pp.1-35, 2007.

Kopelman, R. E., Brief, A. P., & Guzzo, R. A. (1990). The role of climate and culture in productivity. In B. Schneider (Ed.), *Organizational Climate and Culture* (pp. 282–318). San Francisco: Jossey–Bass.

Lai Chai Hong, Nik Intan Norhan Abd Hamid and Norliza Mohd Salleh (2013), “*A Study on the Factors Affecting Job Satisfaction amongst Employees of a Factory in Seremban, Malaysia*”, *Business Management Dynamics* Vol.3, No.1, pp.26-40

Lambert, E. G., Hogan, N. L., & Barton, S. M. (2001). The impact of job satisfaction on turnover intention: a test of a structural measurement model using a national sample of workers. *The Social Science Journal*, 38(7), 233-250.

Lawler, E. (1996): *The Design of Effective Reward Systems*. In *Motivation and Leadership at Work*, sixth edition, eds. R. Steers, L. Porter and G. Bigley, p. 527-550. New York; McGraw Hill International Press

Lease, S. H., Annual review, 1993–1997: Work attitudes and outcomes. *Journal of Vocational Behavior*, 53(2), 1998, 154–183.

Li, Y., Zhao, Y., & Liu (2006). The relationship between HRM, technology innovation and performance in China. *International Journal of Manpower*, 27, 7, 679-697.

Locke, E. A. (1996). The nature and causes of job satisfaction. In M. D. Dunnette (Ed.), Handbook of industrial and organizational psychology. Chicago: Rand McNally.

Locke, E.A. (1976). The nature and causes of job satisfaction, In M.D. Dunnette Ed.), The handbook of industrial and organizational psychology, Chicago: Rand McNally.

Lundgren, S.M., Nordholm, L., & Segesten K. (2005). Job satisfaction in relation to change to all-RN staffing. Journal of Nursing Management, 13(4), 322-328.

MacDuffie, J. P. (1995). Human resource bundles and manufacturing performance: Flexible production systems in the world auto industry. Industrial and Labor Relations Review, 48, 197–221. Management: gaining a competitive advantage, 3rd ed. New York: McGraw-Hill

Mani, G. Bonnie (2002), "Performance Appraisal Systems, Productivity, And Motivation: A Case Study", Public Personnel Management, Vol:31, Iss:2, 141 – 160.

Marchington, M. and Wilkinson, A. (2005). Human Resource Management at Work: People Management and Development, 3rd edition, London: CIPD.

Maria, B (2000). Social Research Update 31: Translating From One Language To Another. Retrieved from <http://sru.soc.surrey.ac.uk/SRU31.html>

Milkovich, G. T., & Newman, J. M. (1999). Compensation. 6th ed. New York: McGraw-Hill.

Miller, E., Corey, T., & Carl, L. (2006). How Accurate are your performance appraisals. *Public Personnel Management*, 35(2), 153 – 163.

Moses, I. and Ramsden, P. (1992) Academic Values and Practice in New Universities. *Higher Education Research and Development*, 11(2), 101-118

Ndambakuwa Y. & Mufunda J. (2006). Performance appraisal system impact on university academic staff job satisfaction and productivity. *Performance Improvement Quarterly*, 19(1), 117 – 127.

Noe, R. A, Hollenbeck, J. R., Gerhart, B. & Wright, P. M. (2006). *Human Resources Management: Gaining A Competitive Advantage*. 5th Ed. New York: McGraw- Hill/Irwin.

Noe, R. A. (2000). *Human Resource Management: Gaining A Competitive Advantage*. McGraw-Hill Co.

Noe, R. A. (2005). *Employee Training and Development (Third Edition)*.  
McGraw Hill: New York.

Oosterbeek, H. (1998), "Unravelling supply and demand factors in work related training", *Oxford Economic Papers*, Vol. 50 No. 2, pp. 266-84.

Osman, I., Ho, T., & Galang, M. (2011). The relationship between human resource practices and firm performance: An empirical assessment of firms in Malaysia. *Business Strategy Series*, 12(1), 41-48.

Petrescu A.I., & Simmons R. (2008). Human resource management practices and workers' job satisfaction. *International Journal of Manpower*, 29(7), 651-667.

Pfeffer, J. (1994): *Competitive Advantage Through People: Unleashing the Power of the Workforce*, Boston, MA: Stanford Graduate School of Business; Harvard Business School Press

Pfeffer, J. (1998): *Six Dangerous Myths About Pay*; *Harvard Business Review*, May- June, p. 109-119

Pfeffer, J. and Velga, J. (1999): Putting people first for organizational success; *Academy of Management Executive*, 13 (2), p. 37- 48

- Phillips, H. P. (1960) Problems of translation and meaning in field work. In R. N. Adams and J. J. Preiss (eds) *Human Organisation Research: Field Relations and Techniques*. Homewood, ILL: Dorsey Press Inc
- Porter, L. W.; R.M. Steers, R.T. Mowday, and P.V. Boulian (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(5), 603-609.
- Robbins SP (1998). *Organizational Behavior Concepts, controversies, and applications*. Prentice Hall London.
- Robbins, S., & Judge, T. (2009). *Organizational behavior* (13th ed.). Upper Saddle River, NJ: Pearson Education International.
- Rose, T.,& Manley,K. (2010). Client recommendations for financial incentives on construction projects. *Engineering, Construction and Architectural Management*, 17(3), 252-267.
- Rosenholt, A. (1989). *Teachers' workplace: The social organization of schools*. New York: Longman.
- Saba Saleem, Sadia Majeed, Tariq Aziz, Muhammad Usman (2013), "*Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur*", *Journal of Emerging Issues in Economics*,



Finance and Banking (JEIEFB), An Online International Monthly Journal  
(ISSN: 2306 367X), Volume:1 No.2.

Sanchez, A. M., Jimenez, J. V., Carnicer, P. D. L., & Perez, M. P. (2007).  
Managerial perceptions of workplace flexibility and firm performance.  
International Journal of Operations & Production Management, 27, 7,  
714-734.

Schultz, D.P & Schultz, S.E. (1994). Psychology and Work Today: An  
Introduction to Industrial and Organizational Psychology (6thed). New  
Jersey: Prentice Hall, Inc.

Schultz, H., Bagraim, J., Potgieter, T., Viedge, C., & Werner, A. (2003).  
Organizational behavior: A contemporary South African perspective.  
Pretoria: Van Schaik Publishers.

Sechrest, L., Fay, T. L. and Zaidi, S. M. H. (1972), Problems of Translation  
in Cross-cultural research. Journal of Cross-Cultural Psychology,  
3(1),41-56

Sekaran, U. (2000). Research Methods for Business: A Skill Building  
Approach (3rded.) United State of America: John Wiley & Sons, Inc.

Sekaran, U. (2003). Research methods for business: A skill building  
approach (4thed.). New York: John Wiley & Sons, Inc.

- Shaw, J. D., Delery, J. E., Jenkins, G. D. Jr., and Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41(5), 511–525.
- Shobha G.J, Hartesh P.K (2013) A comparative Study of Job Satisfaction in Public and Private Sector, *Indian Journal of Arts*, Vol.1, Number 1, Jan 2013.
- Singh K (2004). Impact of HR Practices On Perceived Firm Performance In India. *Asia pacific Journal of Human Resources* 42:3 301-317
- Smith, P.J., & Cronje, G.J. (1992). *Management principles: A contemporary South African edition*. Kenwyn: Juta & Ltd.
- Spector, P. (1997), *Job Satisfaction: Application, Assessment, Cause and Consequences*, Sage Publications, London.
- Spector, P.E. (1997). *Job satisfaction: Application, assessment, cause, and consequences*. Thousand Oaks, CA: Sage Publications, Inc.
- Steel, R.P. & Ovalle N.K. (1984). A review and meta analysis of research on the relationship between behavioral intentions and employee turnover. *Journal of Applied Psychology*. 69, 673-686.

Steijn, B. (2002). HRM and job satisfaction in the Dutch public sector. Paper presented at the EGPA-Conference in Potsdam, study group on Public Personnel Policies.

Steijn, B. (2004). Human resource management and job satisfaction in the Dutch public sector. *Review of Public Personnel Administration*, Vol.24, No.4, pp. 291-303.

Stephen Choo, Christine Bowley, (2007) "Using training and development to affect job satisfaction within franchising", *Journal of Small Business and Enterprise Development*, Vol. 14 Iss: 2, pp.339 – 352.

Temple, B. (1997) Watch your tongue: issues in translation and cross-cultural research. *Sociology*, 31(3), 607-618

Ting, Y., (1997) Determinants of job satisfaction of federal government employees, *Public Personnel Management*, Vol.26, No.3, pp. 313-334, 1997.

Vance, R. J. (2006). *Employee Engagement And Commitment: A guide to understanding, measuring and increasing engagement in you organization*. Society for Human Resource Management (SHRM) Foundation Effective Practice Guidelines.

- Vandenberg, R. J., Richardson, H. A., & Eastman, L. J. (1999). The impact of high involvement work processes on organizational effectiveness: A second-order latent variable approach. *Group & Organization Management*, 24, 300–339.
- Vigoda, E., & Cohen, A. (2003). Work congruence and excellence in human resource management. Empirical evidence from the Israeli nonprofit sector. *Review of Public Personnel Administration*, 23, 192-216.
- Weiss, H.M., & Cropanzano, R. (1996). Affective events theory: A theoretical discussion of the structure, causes, and consequences of affective experiences. *Research in organizational behavior*, 18, 1–74.
- Whyte, W. F. and Braun, R. R. (1968) On Language and Culture. In H. S. Becker, B. Geer, D. Riesman and R. Weiss, (eds) *Institutions and the Person*. Papers presented to Everett C. Hughes. Chicago: Aldine Publishing Company
- Witt, L., & Nye, L., Gender and the relationship between perceived fairness of pay or promotion and job satisfaction, *Journal of Applied Psychology*, 77(6), 910–917, 1992.
- Wood S and de Menzes (1998) “High commitment management in the UK: evidence form the Workplace Industrial Relations Survey and

employers' manpower and skills practices survey" *Human Relations*, Vol 51, No 4, pp485-515.

Wood, S. J., & Wall, T. D. (2002). Human resource management and business performance. In P. B. Warr (Ed.), *Psychology at work* (pp. 351–374). Harmondsworth: Penguin.

Wright, P. M./Snell, S. A. (1991): Toward an integrative view of strategic human resource management. In: *Human Resource Management Review*, 1: 203-225

Wright, P.M., & Gardner, T. (2003). The human resource-firm performance relationship: Methodological and theoretical challenges. In D. Holman, T.D. Wall, C.W. Clegg, P. Sparrow, & A. Howard (eds). *The new workplace: A guide to the human impact of modern working practices*. London: John Wiley & Sons.

Wright, T. A., & Bonett, D. G. (2007). Job satisfaction and psychological well-being as non additive predictors of workplace turnover. *Journal of Management*, 33(2), 141-160.

Wright, T.A., & Cropanzano, R.(1998) : Emotional Exhaustion As A Predictor Of Job Performance & Voluntary Turnover, *Journal Of Applied Psychology*, 83, 486-493

- Yeganeh , H., S u , Z.,(2008), An Examination of human resource management practices in Iranian public sector. *Personnel Review*, Vol. 37, No.2, pp. 203-221, 2008
- Youndt, M. A. et al (1996): Human Resource Management, Manufacturing Strategy, and Firm Performance; *Academy of Management Journal*, 39, p836-66
- Yu, B. B., Egri , C. P., 2005 Human resource management practices and affective organizational commitment: A comparison of Chinese employees in a state-owned enterprise and a joint venture. *Asia Pacific Journal of Human Resources*, Vol.43, No.3, pp.332-360.
- Zaini A., Nilufar A. & Syed S. A. (2009). The effect of human resource management practices on business performance among private companies in Malaysia. *International Journal of Business and Management*, 4(6), 65-72.
- Zikmund, W. G. (2003). *Business Research Methods* (7th ed.). MA: McGraw-Hill Irwin, Boston.
- Zubair Aslam Marwat, T. M., & Ramay, M. I. (2007). Impact Of Human Resource Management (HRM) Practices On Employees Performance, *Journal of Management Science*.