

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

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**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT
PRACTICES AND JOB SATISFACTION:**

A Case of Telecommunication Firm in Saudi Arabia

A project paper submitted to the College of Business in partial fulfillment of the requirements for
the degree of Master of Human Resource Management

Universiti Utara Malaysia

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ABSTRACT

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

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

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(ALFAQIH, ABDULRAHMAN ALI)

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CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

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

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

The concept that people are the organisation'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 organisational performance has attracted considerable attention over the past decade both in the US (Huselid, 1995; Pfeffer, 1998) and the UK (Guest, 1997; Wood and deMenzes, 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.

Telecom sector of Saudi Arabia has experienced tremendous growth in recent years. To benefit from growing market, telecom companies require right people for the right Job. To attract, retain, add to share holder value innovative and improve employees job satisfaction Human Resource Management practices are required to be implemented.

This study seeks to explain the influence of HRM practice on employee's job satisfaction in today's business environment. According to Wright and Gardner (2000:4), "One of the first issues that must be settled in the effort to understand how HR practices impact performance , in essence specifying the intervening variables between the measure of HR practices and the measure of employees job satisfaction.

1.2 PROBLEM STATEMENT

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).

In today's knowledge companies (telecommunication service provider are good example of such companies), where value is locked in the heads of the work force, good HR practices only can make sure continued success of the company through improve employees job satisfaction. 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).

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 and Huselid, 1996; Huselid, 1995; Katou and Budhwar, 2007; Petrescu and Simmons, 2008)). But unfortunately, very limited number of studies have been conducted on HR practices in the perspective of developing countries in general (Schuler as cited in Budhwar and Debrah, 2001, Sing, 2004, Yeganeh and Su, 2008) and Saudi Arabia in particular. 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), and 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). In addition little is known

about to what extent Saudi Arabia employees 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 in Saudi Arabia telecommunication company. So understanding the levels of employees' satisfaction with specific HRM practices would greatly help the telecommunication company in Saudi Arabia to optimize HRM and in turn improve employee job satisfaction and organizational performance.

This study has been conducted to fill the existing research gap and to explore the relationship between HR practices and job satisfaction in the context of Saudi Arabia telecommunication company.

1.3 RESEARCH OBJECTIVES

This research was conducted to find the relationship of the independent variables, which are training and development, compensation and performance appraisal with the dependent variable, which is the employee job satisfaction in one of communication company in Saudi Arabia call Zain . In dealing with this issue, this study is aimed towards:

- 1- Examining the relationship between staffing and employee job satisfaction
- 2- Examining the relationship between training and development and employee job satisfaction.
- 3- Examining the relationship between compensation and employee job satisfaction
- 4- Examining the relationship between performance appraisal and employee job satisfaction.

- 5- To identify which among the three independent variables is the most important relates to employee job satisfaction.

1.4 RESEARCH QUESTIONS

In achieving the above objectives, this study addresses the following questions:

- 1) Does staffing affect the extent of employee job satisfaction .
- 2) Do training and development affect the extent of employee job satisfaction?
- 3) Does compensation affect the extent of employee job satisfaction
- 4) Does performance appraisal affect the extent of employee job satisfaction.
- 5) Which among the three independent variables is the most important relates to employee job satisfaction?

1.5 SIGNIFICANCE OF THE STUDY

- This research and its findings are considered important to provide insight into the various HRM practices needed to successfully improve employee job satisfaction.
- This study proposes to fill the gap on the relationship between HRM practices and employee job satisfaction.

- From a practical perspective, the findings of this study will be useful for top management and HRM managers and practitioners to design their HRM practices within Organizational level in order to improve employee job satisfaction.
- The findings of this research are expected to further clarify any possible similarities or differences in job satisfaction that may exist between the employees in the organization
- The findings should provide insight as to how employees might be effectively motivated by implementing HRM practices to improve employee job satisfaction. In addition understanding the relationship between HRM practices and employee job satisfaction might help employers to know better about what the factors that help the organizations to achieve their goals and improve their performance.
- Finally, it also can add to the existing literature of employee job satisfaction and can be used as one of the references or guidance for future research as well as enriching the literature in human resource management.

1.6 SCOPE OF THE STUDY

This study is limited to identifying variables within the human resource management practices that may effects employee job satisfaction. These include performance appraisal, training & development, and compensation. The setting for the study is a telecommunication company in Saudi Arabia, namely ZAIN.

1.7 DEFINITION OF KEY TERMS

Job Satisfaction. Job satisfaction is described as a “pleasurable feeling that results from a perception that one’s job fulfills or allows for the fulfillment of one’s important job values” Noe et al. (2000).

HRM practices Refers to organizational activities directed toward managing the human resources and ensuring that the resources is uses to achieving the organizational goals (Schuler & Jackson, 1987; Schuler & MacMillan, 1984; Wright & Snell, 1991).

Performance Appraisals

Performance appraisal is defined as evaluating employees how well do their jobs according to performance standards (Dessler, 2000; 321). While Brown and Heywood (2005) defined ‘Performance appraisal is a formalized process of worker monitoring and is intended to be a management tool to improve the performance and productivity of workers’.

Training and Development

Training and development can be defined as the process of providing employees with specific skills or helping them to correct deficiencies in their performance (Poh, 2001).

Compensation Management

The extent to which pay and rewards are fairly offered, employee benefits, position of a firm's pay relative to the pay of its competitors, firm's effort to maintain external equity, and the extent of compensation in line with organizational and job requirements (Ghebregiorgis & Karsten, 2006).

1.8 SUBSEQUENT OF THE CHAPTERS

Apart from Chapter 1, there are four other chapters. Chapter 2 reviews the available literature on HRM practices and its impact on the employee job satisfaction, the literature review on the variable of HRM practices (Training and development, Performance Appraisal, and compensation) and its impact on the employee job satisfaction. Chapter 3 provides the details of the methodology issues. This section focuses 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 the section as well. Chapter 4 then examines the research framework and presents the results of the statistical analyses. Lastly Chapter 5 gives a brief summary of the study as well as the implications of the findings for the HRM practices and its impacts on the employee job satisfaction. Some recommendations are also made for would-be researchers.

CHAPTER 2

LITRETURE REVIEW

2.1 INTRODUCTION

According to Cawe (2006), a literature review provides important information of a project with the global of research that already exists. A literature review sets the foundation for any discussion or analysis or contemplation of implications or expectation of future research. In addition, literature review presents the explanation and the raison for a research topic (Cawe, 2006). So this chapter reviews the previous research on the influence of human resource management practice which include in this research (performance appraisal, training and development and compensation) and employee job satisfaction.

2.2 EMPLOYEE JOB SATISFACTION

The topic of job satisfaction is broadly discussed in the literature on organizational behavior. There is a lot of work on the topic of job satisfaction which exposes that it decreases the rate of absenteeism and turnover. Various scopes and determinants of the topic are discussed in the previous studies such as (Lambert, Hogan & Barton, 2001) where they discussed that Job satisfaction has been an significant part in human resources management. Identifying factors that influence job satisfaction provides managers and administrators with essential, meaningful information to make good decisions regarding interventions aimed to improve employees' job satisfaction. Ahmed Imran Hunjra¹, Muhammad Irfan Chani , Sher Aslam , Muhammad Azam and Kashif- Ur-Rehman (2010) explained that a large number of

practitioners, academicians and researchers are agreed on several important factors of job satisfaction such as human resource management practice.

Many definitions are existing in explaining the meaning of job satisfaction. According to Rinehart and Short (1993), job satisfaction is essentially any combination of psychological and environmental circumstances that cause a person to produce a statement, "I am satisfied with my job". It is identified to have high correlation with levels of intrinsic empowerment such as career outcomes and organizational commitment. Job satisfaction can also be defined as the degree to which a person derives happiness from a job. These happiness are not limited to salary, but can include determinants such as the way workers are valued and treated by management, and the extent to which the corporation takes their input into consideration. Actually, it is defined as "an affective response by an employee concerning his or her particular job and results from the employee's comparison of actual outcomes with those of which are expected, needed, wanted or perceived to be fair or just" (Cranny, Smith & Stone, 1992; Spector, 1996). An intensive investigation on job satisfaction was initiated by Frederick Herzberg in the late 1950s, who began to study the factors affecting job satisfaction (Herzberg, 1959 cited by Knight & Westbrook, 1999). His theory was based on two dimensions of job satisfaction, namely motivators and hygiene. This theory was referred to as Herzberg's Two-factor Theory of Job Satisfaction, which suggests that only job content-related facets (e.g. achievement, responsibility, the work itself) lead to satisfaction. On the other hand, job context-related facets (e.g. pay security, working conditions) lead to job dissatisfaction (Oshagbemi, 1997). Researches on job satisfaction among accountants are well documented. For example, Benke and Rhode (1980) found the association between job satisfaction and personal characteristics of senior audit and tax personnel in Certified Public Accountant (CPA) firms. Dole (2001) reported that neither gender nor ethnicity was found to

be a significant moderating variable influencing satisfaction or turnover intentions, however, educational level and hierarchical position were positively associated with satisfaction. Kavanaugh et al. (2006) reported that professional experience appears to be demographic variables most significantly related to job satisfaction. Additionally, a study by Ang, Goh and Koh (1993) on job satisfaction among accountants concluded that age and job type have direct significant effects on job satisfaction. Six major areas namely compensation, fringe benefits, career counselling, employee's personal time, promotional opportunity and partnership potential were identified to be the contributors for improvement which may result in an increased of overall job satisfaction (Doll, 1983).

Identifying employee job dissatisfaction as an important factor is of serious concern to many human service organizations. Lambert, E., Hogan, N. L., & Barton, S. M. (2002) also argued that recognizing the impact of job satisfaction on employees' intent to quit is only half of the solution, thereby emphasizing the need to investigate, confirm, and understand the key antecedents to the dilemma. Nevertheless, particular variables in the work environment such as poor morale, personal conflicts, unsatisfactory compensation and benefits programs, unrealistic job expectations, inadequate training, and unsafe or stressful workplace environments are capable of encouraging conditions such as absenteeism and job dissatisfaction (Buschak, Craven, & Ledman, 1996, p. 4). Further, particular demographic variables such as age, education level, marital status, and a host of other issues, might also affect the extent to which workers are satisfied with their work (Kunavikitkul, 1995).

Job satisfaction in companies has been receiving growing attention because it decreases employee turnover, absenteeism, tardiness, and health setbacks due to stress. Employees who are satisfied at their workplaces show optimistic attitudes in their homes and make a

psychologically healthy society. Many of the studies on job satisfaction have been done focusing on different economic sectors and perspectives such as agriculture, commerce, health and education.

According to DeVaney and Chen (2003), demographic variables such as age, gender, race, and education have an impact on job satisfaction. It has been shown, for example, that older employees are more likely to be satisfied than younger workers and also that non-white employees are less satisfied than white employees. Work related variables such as whether the job is interesting, good relations with management, job security (permanent or contract jobs), higher pay, a sense of control over one's work were known as significant factors underlying job satisfaction (Miller, 1980; Souza-Poza, 2000). Onu MO, Madukwe MC, Agwu AE (2005) argued that conditions of service and working environment, which were subsequently identified as key factors that could enhance job satisfaction among extension personnel in Nigeria. Salmond (2006) used a sample of 437 nurses drawn from 20 different states in the United States. The Karasek's job demand-control-support model was used as the theoretical framework for the study. Variables used to predict job satisfaction in the analysis included personal factors of educational level, certification level, continuing education credits, years of experience, and perceived competence (self-efficacy) and organizational factors of social support, professional practice environment, type of hospital, and type of unit. The organizational environment or Professional Practice.

Environment Score (PES) was identified as the main determinant of job satisfaction between nursing staff in the 20 states. Tutuncu and Kozak (2006) measured job satisfaction in the Turkish Hotel industry using a job satisfaction index. Attributes such as the work itself, supervision, and promotion were noted as the determinants of the level of overall job

satisfaction between Turkish hotel workers. DeVaney and Chen (2003) conducted a survey of job satisfaction among 211 graduates in financial services in the US using Ordinary Least Squares (OLS) as the analytical tool.

The aspects of job satisfaction measured in the study were attitude to the job, relations with fellow workers, supervision, company policy and support, pay, promotion and advancement, and customers. Realization of expectation, company support, attitude, relations with fellow workers, pay, and gender were significant determinants of job satisfaction. Four factors in the regression analysis were not significantly related to job satisfaction namely job security, opportunity for promotion, age of the graduate, and stress. The study however, did not indicate why the four aforementioned factors were not statistically insignificant. Sur H, Mumcu G, Soylemez D, Atli Y, Idrim C (2004) investigated job satisfaction among 855 dentists selected from 9 provinces in Turkey. Job satisfaction was conceptualized intrinsically and extrinsically and items were rated using a 5-point likert scale. The type of social insurance, the amount of monthly income, and the number of patients examined per day were the most common and statistically significant predictors of intrinsic, extrinsic, and overall satisfaction among Turkish dentists.

A cross-sectional survey was done by Knowles (1978) to determine job satisfaction among supervisors in Australia using job satisfaction questionnaires. Job design and organizational factors emerged as the main factors underlying job satisfaction. Ito et al. (2001) surveyed 1494 nurses employed in 27 psychiatric hospitals in Japan and used the National Institute for Occupational Safety and Health job stress questionnaire to study job satisfaction. Forty four percent of the respondents wanted to leave their job, and 89% of those perceived a risk of assault. Younger age, fewer previous job changes, less supervisory support, lower job satisfaction, and more perceived risk of assault were significant predictors of intention to leave. Wiedmar (1998) used age, education level, sex, shift, and part or full-time status as the

factors constituting job satisfaction in Wal-Mart Supercenter in St Joseph, Missouri. Equal treatment by management, sex and employees seeing them as part of the organization's future were important variables. However, educational level and age were not significant predictors of job satisfaction. Job satisfaction tends to vary from country to country depending on job-culture fit. It has been noted that Americans value achievement, equity, democracy and ambition. English-Canadians are said to value competition, achievement, independence and pragmatism while French- Canadians value spiritual and society oriented outcomes and Japanese value self-respect, helpfulness and forgiveness. 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 interests whereas where as Americans look at the worker personality and preferences (Robbins, 1998).

2.3 HUMAN RESOURCE MANAGEMENT

In 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.

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).

Human resource management (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 (Dessler, 2007). HRM is composed of the policies, practices, and systems that influence employees’ behaviour, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2003).

HRM develops the employee’s knowledge and skills, and therefore, contributes to improve the productivity in the organization (Becker, Gerhart, 1996; Gelade, Ivery, 1996). Because recruitment hires capable employees for organizational objectives. In training Employees can get company-specific knowledge (Huselid, et al., 1997). In addition, training improves specialization of employees in their work, and therefore, increases employee engagement and job satisfaction with decisions of managerial (Gelade, Ivery, 2003). Performance appraisal helps company to align compensation with employees’ performance (Hayton, 2003). Because incentive compensation system encourages employees to reach organization goals (Huselid, et al., 1997). Performance-based compensation reflects employee efforts and work with wages they obtain. Therefore, performance-base payment connects efforts and work to organization’s operational goals. Thus, pay for performance reduces absenteeism (Harel, Tzafir, 1999, 287).

HRM is suppose to impact on knowledge, skills, and abilities (Schuler & Jackson, 1995), behavior and attitudes of employees (Guest, 1997), So 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 (Baron & Kreps, 1999). which lead to influence on the organization performance (Den Hartog, Boselie, & Paauwe, 2004)

To conclude, 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.

2.4 THE RELATIONSHIP BETWEEN HRM PRACTICES AND EMPLOYEE JOB SATISFACTION.

Human resource practices include determining human resource requirements, recruiting, screening, training, rewarding, appraising and also attending to labor relations, health and safety and fairness concerns (De Cieri, H., Kramar, R., Noe, R.A., Hollenbeck, J., Gerhart, B. and Wright, P. (2008); Dessler, 2007). The successful implementation of HRM practices in companies is a key source of competitive advantage and has been appeared to have a positive link with company performance(Ordonez de Pablos and Lytras, 2008; Collins, 2007; Chew and Basu, 2005; Khandekar and Sharma, 2005).

Human resource management (HRM) practices are intended to support and facilitate the recruitment, hiring, development, and management of workforce (Wood and Wall 2002), with the purpose of raising levels of worker satisfaction and performance. survey on job satisfaction conducted by Frincke, J., Lockwood, N., Esen, E., & Williams, S (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, R. J., Richardson, H. A., & Eastman, L. J 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 and 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.

Edgar and Geare (2005) investigated the affect 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.

2.4.1 THE RELATIONSHIP BETWEEN STAFFING AND EMPLOYEE JOB SATISFACTION

Staffing refers to the actions of getting all the employees into the organization. The first step of the staffing process is recruitment. In recruitment, the objective is to get a qualified individual to apply to the job vacancy in an organization. If an organization does a good job in recruitment, it will get a good qualified and talented pool of individuals. Selection is the second step of a staffing process. It involves picking up one of the qualified and talented applicants as a result of the recruitment process, to select the best and suitable applicant for the organization.

The recruitment and selection process determines the decisions as to which candidates will get employment offers. The aim of this practice is to improve the fit between employees and the organization, teams, and work requirements, and thus, to create a better work environment (Tzafrir, 2006). Sophisticated recruitment and selection system can ensure a better fit between the individual's abilities and the organization's requirement (Fernandez, 1992). Hunter and Schmidt (1982) concluded that employment stability could be achieved through a selection procedure based on ability. Katou and Budhwar (2007) in a study on the

Greek manufacturing firms found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation, and quality.

2.4.2 THE RELATIONSHIP BETWEEN TRAINING & DEVELOPMENT AND EMPLOYEE JOB SATISFACTION

‘Training and development’ is considered to be the most familiar HRM practice (Tzafir, 2006). ‘Training and development’ refers to any attempt to improve current or future employees’ knowledge, skills and abilities (Aswathappa, 2008). ‘Training and development’ has an important positive impact on employees’ job satisfaction (Garcia, 2005). 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. Organisations 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 and Martin, 2000). In specific, job-related training increases the workers’ ability to perform job-related tasks (Acton and Golden, 2003). Firms that provide training send a strong signal to workers regarding management’s commitment to customer service (Babakus, E., Yavas, U., Karatepe, O. and Avci, T. 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 organisation (Bushman and Fretwell, 1994; Bateman and Strasser, 1984; Cotton and Tuttle, 1986). A study by Burke (1995) found that participation in internal and external courses are beneficial for the organisations and their employees. Staff perceiving greater value in formal training courses are relatively more satisfied with their jobs, which leads to them feeling better about their organisation (Burke, 1995). In addition Choo, 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 organisation'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 affect on the employee job satisfaction.

The relationship between job satisfaction and training has been addressed in some previously 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 word, on-going learning or training has positive associated 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, p. 3) referred to a BLS study based on 1000 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.

2.4.3 THE RELATIONSHIP BETWEEN COMPENSATION AND EMPLOYEE JOB SATISFACTION

Compensation refers to all types of pay or rewards going to employees and arising from their employment (Dessler, 2008, p. 390). 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.

It is important to acknowledge the impact of pay/compensation on employees' job satisfaction, based on the assumption that work provides most adults with the primary source of income and security. 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.

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).

Actually, 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.

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.

2.4.4 THE 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.

Performance appraisal is defined as evaluating employees how well do their jobs according to performance standards (Dessler, 2000). 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, D.L., Morrison, A.M., Shullman, S.L. and Gerlach, M.L. 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 employees 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).

Performance appraisal is very important today, which is integrated as a part of managing people, and play a major role in improving the employee job satisfaction in many organization (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.

2.5 RESEARCH FRAMEWORK

The framework depicted below in Figure 2.1 is developed based on literature review and research problems. This framework focuses on the relationship between HRM practices and employee job satisfaction. Employee job satisfaction is the dependent variable, while HRM practices namely staffing, performance appraisal, training & development, and compensation are the independent variables.

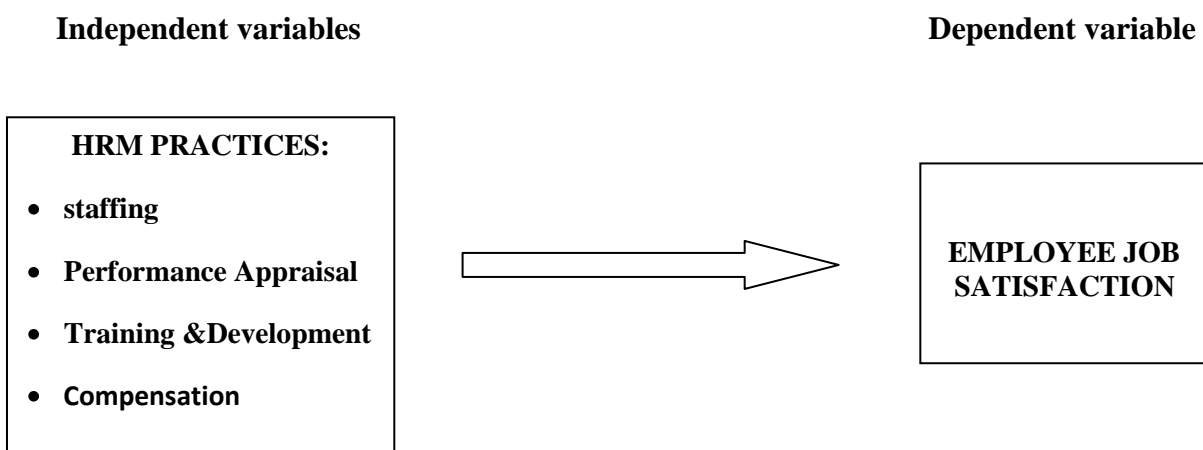


Figure 2.1 Research Framework

2.6 HYPOTHESES DEVELOPMENT

Hypothesis testing enables us to make inferences about the real world from a sample.

As such, the following hypotheses are proposed:

H1: There is a positive relationship between staffing and perceived employee job satisfaction.

H2: There is a positive relationship between performance appraisal and employee job satisfaction

H3: There is a positive relationship between training and development and employee job satisfaction

H4: There is a positive relationship between compensation and employee job satisfaction

2.7 CONCLUSION

This chapter had presented a review of literature that focused on the relationship between HRM practices and employee job satisfaction. The following chapter describes in the detail the procedures and methodology that were used for data collection and analysis in this study.

CHAPTER 3

METHODOLOGY

3.1 INTRODUCTION

This chapter addresses the methods used in the study. Which include sampling, data collection, measurement instruments, questionnaire design, and data analysis techniques.

3.2 RESEARCH DESIGN

This study is a correlation study rather than a causal one. It is not trying to establish a definitive cause and effect relationship (Tabachnick & Fidell, 1996). This type of study would identify factors that were causing the problem. Instead, the study was conducted with the aim of delineating the important variables that are associated with the problem (Tabachnick & Fidell, 1996). In This study data were gathered through the means of questionnaire, perhaps over a period of days or weeks or months, in order to answer a research questions. Such study is called one-shot or cross- sectional studies. In this study, data on the independent variables and the dependent variable were collected from the employees in *ZAIN telecommunication company in Saudi Arabia* through questionnaires.

3.3 POPULATION AND SAMPLING

This study try to identify the relationships of HRM practices employee job satisfaction in Zain telecommunication company in Saudi arabia., by indicated that HRM practices influence the employee job satisfaction. The unit analysis is individual level. The population of this study covers all exempt staff at Zain Telecommunication Company. Population refers to the entire group of people, event or things of interest that researcher wishes to investigate. The list of exempt staff in Zain Telecommunication Company was obtained from the “Zain” Human Resource Department. There are about 129 exempt staffs in Zain telecommunication company. Based on the sample size decision guidelines given by Krejcie and Morgan (1970) as well as Cohen (1969), the sample size for population size (P) 129 is (S) 97. Hence, 97 exempt staffs in Zain telecommunication company. were randomly selected for this study.

3.4 MEASUREMENT

3.4.1 Job satisfaction

Locke(1976) defines job satisfaction as an emotional reaction that results from the preparation that one’s job fulfils or allows the fulfillment of one’s important job values, providing and to the degree that those values are congruent with one’s needs. This was operational by a five item scale adapted from wright and cropanzana (1998) reflecting overall general satisfaction with the job. Each item measured a dimension of the satisfaction constructs: degree of satisfaction with the work, co-workers, supervision, total pay and promotional, opportunities. Job satisfaction was measured with (15-items) , Each item

requires the respondents to indicate their agreement or disagreement on a five point scale ranging from 1="strongly disagree" to 5="strongly agree" sample items are "all in all, I am satisfied with the work of my job" and "all in all, I am satisfied with my co-workers".

Table 3.1

Job satisfactions Measures

Dependant Variable (Job satisfactions)	Operational Definition	Items
Job satisfactions	an emotional reaction that results from the preparation that one's job fulfils or allows the fulfillment of one's important job values, providing and to the degree that those values are congruent with one's needs	I feel fairly compensated for my work
		If I put extra efforts into my work, someone will notice
		I work in an environment where there is cooperation and respect
		My supervisor cares about my personal needs
		Problems in the workplace are addressed quickly and adequately.
		My Supervisors are involved in the daily operations of my department
		My supervisors are praises employee suggestions that aid in solving organizational problems.
		Senior management is aware of activities in my department.
		Job performance evaluations done by my supervisor are fair and based on clear performance standards.
		There is open communication throughout the workplace

		I have a clear well written job description.
		The organization's mission and vision is realistic, clear, and attainable.
		My fellow employees know how to get the job done
		I am responsible for planning my work activities
		I feel motivated at work.

3.4.2 HRM Practices

HRM practices were measured with a 26-items from the scale developed by (Singh, 2004 & Qureshi M Tahir, 2006) consisting of statements about four HRM practices included in this study.

The HRM practices included were staffing (7 items), performance appraisal (7 items), training and development (7 items), and compensation (5 items). Each human resource practice was measured by several items using a five point Likert scale, “1=*strongly disagree*, 5=*strongly agree*). The distribution of variable for HRM Practices is illustrated in Table 3.3.

Table 3.2

Distribution of variables for HRM Practices

Concepts	Operational Definition	Items
A.staffing	Staffing is the process by which an organization creates a pool of applicants and makes a choice from that pool to provide the right person at the right place at the right time to increase the organizational effectiveness.	<p>The staffing processes in this organization are impartial.</p> <p>Favoritism is not evident in any of the recruitment decisions made here.</p> <p>This organization does not need to pay more attention to the way it recruits people.</p> <p>The selection systems followed in our organization are highly scientific and rigorous.</p> <p>In our organization, line managers and HR managers participate in selection.</p> <p>Valid and standardized tests are used when required in the selection process.</p>
B. Performance Appraisals	The process of evaluating how well employees perform their jobs when compared to a set of standards, and then communicating that information to those employees	<p>Selection system in our organization selects those having the desired knowledge, skills and attitudes.</p> <p>Performance of the employees is measured on the basis of objective quantifiable results.</p> <p>Appraisal system in our organization is growth and development oriented.</p> <p>Employees are provided performance based feedback and counseling.</p> <p>Employees have faith in the performance appraisal system.</p> <p>Appraisal system has a strong influence on individual and team behavior.</p> <p>The appraisal data is used for making decisions like job rotation, training and compensation.</p> <p>The objectives of the appraisal system are clear to all employees.</p>
C. Training &	The process of systematically developing expertise in individuals	<p>Our organization conducts extensive training programs for its employees in all aspects of quality.</p> <p>Employees in each job will normally go through training programs every year.</p>

Development	for the purpose of improving performance	<p>Training needs are identified through a formal performance appraisal mechanism.</p> <p>There are formal training programs to teach new employees the skills they need to perform their jobs.</p> <p>New knowledge and skills are imparted to employees periodically to work in teams.</p> <p>Training needs identified are realistic, useful and based on the business strategy of the organization.</p> <p>My employer encourages me to extend my abilities.</p>
D. Compensation	Its all forms of financial returns and tangible services and employees receive benefits under an employment relationship	<p>Job performance is an important factor in determining the incentive compensation of employees.</p> <p>In our organization, salary and other benefits are comparable to the market.</p> <p>In our organization, compensation is decided on the basis of competence or ability of the employee.</p> <p>The compensation for all employees is directly linked to his/her performance.</p> <p>In our organization, profit sharing is used as a mechanism to reward higher performance.</p>

3.5 DATA ANALYSIS TECHNIQUES

This study used both descriptive and inferential statistics to analyze the data by using statistical Package for Social Science (SPSS) version 16. The statistical method of Pearson Correlation is used to determine the existence of any relationships between the independent variables "HRM practices" and the dependent variable, Job satisfaction. Additionally, Hierarchical Multiple Regression Analysis is conducted to relationship between human resource practices and employee job satisfaction.

3.6 QUESTIONNAIRE DESIGN

A five-pages close-ended questionnaire was developed to gather information about human resource practices on organizational performance. The questionnaire is divided into three sections, namely section A, B, and C.

Section A indicates the respondent of the demographic variables. Such the position of the organization, gender, age, qualification.

Section B job satisfaction

Section C human resource management practices

3.7 RELIABILITY

Reliability test was used to test the appropriateness of questionnaire to measure the variables. The Cronbach's Alpha testing was used as it is the most well accepted reliability test tool applied by social researchers. Sekaran (2005) mentioned that if reliability coefficient is close to 1.0, the appropriateness of questionnaire to measure the variables is better. However, generally, the reliabilities which are less than .60 are considered to be poor, and those in the .70 range, are acceptable, and over .80 classify as good (Sekaran, 2005).

3.8 CONCLUSION

This chapter discussed the research method proposed for the study. It includes the discussion of research design, questionnaire design, measurement, data collections and administration, and data analysis techniques. The next chapter will discuss the result and findings.

CHAPTER 4

FINDINGS

4.1 INTRODUCTION

This chapter outlines the results of data analysis obtained from data collected from respondents. The main purpose of this study is to examine the relationship between human resource management practices and job satisfaction. This study aims to achieve the research objectives as well as answers the research questions highlighted in chapter one. In addition, this study intends to verify the hypotheses listed in chapter two.

This chapter is divided into seven parts which includes; overview of data collected, profile of respondents, goodness of measure, descriptive analysis, major findings, summary of findings, and conclusion.

4.2 OVERVIEW OF DATA COLLECTED

4.2.1 Response Rate

A total of 97 sets of questionnaires were distributed to respondents and fortunately 100% were returned to researcher.

Table 4.1**Response Rate**

	Total	%
Questionnaires distributed	97	100
Collected questionnaires	97	100

4.3 RESPONDENTS' PROFILE

The survey demonstrated the details concerning demographic characteristics or respondents' profile as shown in Table 4.2.

Table 4.2**Respondents Profile**

Demographic	Categories	Frequency	Percentage (%)
Age Group	20-25 years old	13	13.4
	26-30 years old	16	16.5
	31-35 years old	22	22.7
	36-40 years old	17	17.5
	41-45 years old	16	16.5
	46-50 years old	13	13.4
Gender	Male	54	55.7
	Female	43	44.3
Education	Degree	49	50.5
	metric/ inter other	48	49.5
Years of Experience	1-3 years	16	16.5
	4-6 years	13	13.5
	7-9 years	19	19.5
	10-12 years	15	15.5
	13-15 years	17	17.5
	16-19 years	16	16.5
	20 or above	1	1.0
Duration in current organization	1-3 years	39	40.2
	4-6 years	33	23.7
	7-9 years	33	23.7
	10-12 years	10	10.3
	13-15 years	2	2.1

Majority of the respondents were male (55.7%) while the remaining of 44.3% of were female. In terms graduation have 50.5 percent of the respondents degrees, followed by 49.5% metric/ inter other. In terms of age 22.7 percent fall under age category of 31-35 years old, followed by the age group category of 36-40 years old (17.5%), 26-30 years old , 41-45 years old (both 16.5%), and the remaining group 20-25 years old and 46-50 years old made up the rest. For work experience, 19.5 percent of respondents have 7-9 years of work experience followed by 13-15 years of experience (17.5%), 1-3 and 16-19 years of experience (both 16.5%), 10-12 years (15.5%) and 20 years and above (1%). In terms of years of experience in the current organization, 42.2 percent of the respondents had 1-3 years of experience, followed by 4-6 years and 7-9 years of experience (both 23.7%), 10.3 percent had experience of 10-12 years, and only 2.1 percent had experience of 13-15 years.

4.4 RELIABILITY ANALYSIS

According to George & Mallery (2003), reliability is the degree to which measure are free from error and therefore yield consistent results. According to Sekaran (2003), the closer the reliability coefficient gets to 1.0, the better it is, and those values over .80 are considered as good. Those value in the .70 is considered as acceptable and those reliability value less than .60 is considered to be poor (Sekaran, 2003).

Table 4.3

Reliability Analysis

Variables	No. of Items	Cronbach's Alpha
Job satisfaction	15	0.861
<u>HR Practices:</u>		
staffing	7	0.911
Performance appraisal	7	0.370
Training and development	7	0.851
Compensation	5	0.729

Table 4.3 shows the Cronbach's Alpha value for independent variables, HRM practices namely staffing, performance appraisal, training and development and compensation, the dependent variable, job satisfaction. Most of the values range from 0.729 to .911 and are all above 0.7 except performance appraisal, which is considered in general as good.

4.5 DESCRIPTIVE ANALYSIS

Descriptive analysis which includes the mean and standard deviation for the independent and dependent variables are attained and recorded in Table 4.4.

Table 4.4**Descriptive Statistics of Variables**

Variables	Mean	Std. Deviation
Job satisfaction	3.813	0.340
staffing	3.50	0.62
Performance appraisal	3.57	0.29
Training and development	3.59	0.41
compensation	3.8	0.45

All variables were evaluated based on a 5-point scale. From Table 4.4, the results show that the mean values for job satisfaction, staffing, performance appraisal, training & development and compensation are all above moderate which indicate that respondents are quite satisfied with the current HRM practices. The mean value for job satisfaction (M=3.81), staffing (M=3.50), performance appraisal (M=3.57), training and development (M=3.59) and mean for compensation (M=3.8). In addition, the standard deviation, which is another measure of dispersion for interval and ratio scale data, offers an index of the spread of a distribution or the variability in the data. The standard deviation, in conjunction with the mean, is a very useful tool because of the following statistical rules, in a normal distribution (Sekaran, 2003):

The above Table shows the standard deviation for job satisfaction is 0.340. The standard deviation for HRM practices are as follows; staffing (SD= .62), performance appraisal (SD=.29), training and development (SD= .41), and compensation (SD=.45).

4.6 MAJOR FINDINGS

The results of Pearson Correlation Analysis and Hierarchical Multiple Regression are presented in the following section.

4.6.1 Pearson Correlation Coefficient

According to Sekaran (2003), in research project that includes several variables, beyond knowing the means and standard deviations of the dependent and independent variables, the researcher would often like to know how one variable is related to another. Intercorrelations analysis indicates the nature, direction and significance of the bivariate relationship of the variables used in the study.

Theoretically, there could be a perfect positive correlation between two variables, which is represented by 1.0 (plus 1), or a perfect negative correlation which would -1.0 (minus 1). While correlation could range between -1.0 and +1.0, the researcher need to know if any correlation found between two variables is significant or not (i.e.; if it has occurred solely by chance or if there is a high probability of its actual existence). As for the information, a significance of $p=0.05$ is the generally accepted conventional level in social sciences research. This indicates that 95 times out of 100, the researcher can be sure that there is a true or significant correlation between the variables, and there is only a 5% chance that the relationship does not truly exist.

Davis (1997) proposed the rules of thumb that need to be used in interpreting the r -value obtained from intercorrelations analysis as shown in Table 4.5 below.

Table 4.5**Interpreting the R-value for Intercorrelations**

R-value	Relationship
Above 0.70	Very strong relationship
0.50 – 0.69	Strong relationship
0.30 -0.49	Moderate relationship
0.10 - 0.29	Low relationship
0.01 – 0.09	Very low relationship

The correlation matrix between dependent variable and independent variables are exhibited in Table 4.6 below. The finding from this analysis is then compared against the hypotheses developed in this study.

**Table 4.6
Pearson Intercorrelations Matrix Result.**

Job satisfaction (1)	staffing (2)	Performance Appraisal (3)	T&D (4)	Compensation (5)	
1	-	0.92(**)	0.79(**)	0.93(**)	0.48(**)
2	-	0.76(**)	0.98(**)	0.44(**)	
3		-	0.8(**)	0.84 (**)	
4			-	0.50(**)	
5				-	

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

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

Hypothesis 1: There is a positive relationship between staffing and perceived employee job satisfaction.

The relationship between staffing and job satisfaction was investigated using Pearson correlation coefficient. There was a strong positive correlation between the two variables ($r=.92$, $n=97$, $p<.01$). Thus, hypothesis 1 is accepted.

Hypothesis 2: There is a positive relationship between performance appraisal and employee job satisfaction

The relationship between performance appraisal is tested against employee job satisfaction using Pearson Correlation coefficient. The results indicate that there is a significant, positive relationship between the two variables ($r=.76$, $n=97$, $p<.01$) and the correlation result is high. Therefore, Hypothesis 2 is accepted.

Hypothesis 3: There is a positive relationship between training and development and employee job satisfaction

The relationship between training and development is tested employee job satisfaction. The results indicate that there is a significant, positive relationship between the two variables ($r=.93$, $n=97$, $p<.01$) and the correlation result is very strong. Thus, Hypothesis 3 is accepted.

Hypothesis 4: There is a positive relationship between compensation and employee job satisfaction

The relationship between compensation is tested against employee job satisfaction . The results indicate that there is a significant, positive relationship between the two variables ($r=.48$, $n=97$, $p<.01$) and the correlation is strong. Therefore, Hypothesis 4 is accepted

4.6.2 Hierarchical Multiple Regression Analysis (HMRA)

Hierarchical Multiple Regressions Analysis (HMRA) was conducted. all the independent variables were regressed against the dependent variable, job satisfaction. In the Table 4.7 below shows the results of HMRA .

Table 4.7

Results of Hierarchical Multiple Regression Analysis without Mediating Variable

Variables	Standardized Coefficients Beta	Sig
Staffing	0.16	.000
Performance appraisal	0.40	.002
Training and development	0.56	.000
Compensation	-0.21	.000
<hr/>		
F Value	181.8	
R	0.942	
R Square	0.888	
Adjusted R Square	0.883	

Refer to the Table 4.7, the Multiple R shows a substantial correlation between the four independent or predictor variables and the dependent variables which is job satisfaction ($R=.9$). The R-square value identifies the portion of the variance accounted for by the independent variable that is approximately 88% of the variance in the job satisfaction is accounted for by staffing, performance appraisal, training and development and

compensation. This value indicates that the four factors explained job satisfaction by 88 %. This indicates that the model is satisfactorily robust.

The Adjusted R Square is considered a better population estimate and is useful when comparing the R Square values between models with different number of independent variables. The value of Adjusted R Square obtained is 88%, illustrate that 88% changes of dependent variable which is the job satisfaction can be explained by the four independent variables which are staffing, performance appraisal, training & development and compensation. The other 12 % are explaining by other factor.

The results also shows that all the independents variables are significantly correlated to organization performance with coefficient alpha $<.0001$

The beta (β) value for staffing ($\beta=.161$), performance appraisal ($\beta=.402$), training and development ($\beta=.560$) and compensation ($\beta=-.209$), explain the significance of the four independent variables to organization performance. The model summary also show the F change value of 181.8 is significant at 0.001 levels.

4.7 SUMMARY OF FINDINGS

The summary of the analysis is exhibited in Table 4.9 below

Table 4.8
Summary of Findings

The Hypotheses		Decision
H1	There is a positive relationship between staffing and employee job satisfaction	Accepted
H2	There is a positive relationship between performance appraisal and employee job satisfaction	Accepted
H3	There is a positive relationship between training and development and employee job satisfaction	Accepted
H4	There is a positive relationship between compensation and employee job satisfaction.	Accepted

4.8 CONCLUSION

From the above findings, correlation analysis concludes that all the four independents variables are significantly related to employee job satisfaction. This chapter had presented the findings collected from the respondents. Based on the data gathered, the correlation analysis indicates that all four independents variables were significantly related job satisfaction. The next chapter will discuss the recommendation and conclusion for the study.

CHAPTER 5

DISCUSSION, RECOMMENDATION, AND CONCLUSION

5.1 INTRODUCTION

In this chapter, the findings of the study will be further discussed and recommendations for future research are also suggested.

5.2 DISCUSSION

The purpose of this study is to explain the influence of HRM practices on employee job satisfaction in one of Saudi Arabia telecommunication companies called Zain.

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

- 1- **Objective 1:** To examine the relationship between staffing and employee job satisfaction.

The positive and acceptable coefficient value between staffing and job satisfaction suggest that staffing is one of the important factors that influence employee job satisfaction in Zain telecommunication company. This explained that, if the companies do good job in the staffing process that will positively effects on the satisfaction of the employees.

2- **Objective2:** To Examine the relationship between training and development and employee job satisfaction.

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The positive and acceptable coefficient value between training & development and job satisfaction suggest that training & development is one of the area that management should look into as it is significantly related with the employee job satisfaction in Zain telecommunication company. This explained that, if the companies provide a good training & development program for their employee's, this will positively affect on the employees satisfaction about their work which in turn will provide discretionary effort in achieving business goals, and the performance of the organization will increased.

This finding is parallel to the research conducted by study conducted by Thang and Buyens (2008) in their result they stated that training and development lead to superior knowledge, skills, abilities, attitudes, and behavior of employees which help to increase satisfaction of the employees about their job and ultimately enhance excellent financial and nonfinancial performance of the organizations. Further the finding is parallel to the study conducted by Stephen Choo, Christine Bowley, (2007) where they 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 organisation'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 affect on the employee job satisfaction.

- 3- **Objective 3:** to examine the relationship between compensation and employee job satisfaction

The results of this study indicates a positive relationship between compensation and employee job satisfaction, whereby When employees know they are being paid fairly, they feel appreciated and valued. This leads to both good performance and to satisfaction in the job. This finding is parallel to the research conducted by Ting (1997) in a study on the employees of US government found that compensation was one of the most important determinants of job satisfaction. In addition 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.

- 4- **Objective 4:** To Examine the relationship between performance appraisal and employee job satisfaction.

The results of this study indicate a positive relationship between performance appraisal and organizational performance. This finding is parallel with previous research findings done by Ndambakuwa and Mufunda (2006), which they found there is a positive influence of performance appraisal system on the job satisfaction and productivity.

- 5- **Objective 5: To identify which among the three independent variables is the most important relates to employee engagement.**

The results of this study indicate that training & development is among the four independent variables that most important relates to the employee job satisfaction. This finding is parallel with Schmidt, Steven W. (2007). where in his study examined the relationship between satisfaction with employer-provided workplace training and overall job satisfaction. Survey completion data were obtained from 301 customer and technical service employees in nine different organizations, and he found that positive correlation between training and development and employee job satisfaction.

5.3 LIMITATION OF THE STUDY

This research is restricting by several limitations. The various limitations stated as follows:

5.3.1 Financial Constraints

Financial problem is one of the limitations while completing the projects paper. With a high budget research, researcher is left with small amount of budget to spend on. All the expenses must all be considered to ensure smooth completions of this project paper.

5.3.2 Lack of Experience

This is the first time that the researcher is performing the research. The researcher does not have sufficient knowledge and experience in conducting the research. The researcher found that study on this subject is not an easy task since it requires many skills and high level of experience in all level of research. As a result, this can affects the outcomes of this research indirectly.

5.3.3 Respondents Co-operation

The researcher will expect that not all of the respondents will give good co-operation in answering the questionnaire and some will not take it seriously as well.

5.4 RECOMMENDATION FOR FUTURE RESEARCH

This study had provided only a small portion of idea regarding on the factors needed to improve the job satisfaction. In the context of Zain telecommunication in Saudi Arabia. Hence, it would be beneficial for future research to consider the following suggestions:

- Expand the study into other industries to enhance the consistency of results.
- Include other driver to measure organizational performance so that this will increase the accuracy of understanding the drivers that could impact the job satisfaction

5.5 CONCLUSION

The five objectives in this study have been achieved whereby the results had shown that staffing, training & development, compensation and performance appraisal are related to job satisfaction. Among all the four independent variables, training and development is found to be the strongest drivers of job satisfaction in the context Zain telecommunication company. Therefore, Zain Telecommunication Company. should channel more time and resources in

this area as it brings a great impact in enhancing the level of the employee satisfaction in Zain telecommunication company.

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APPENDIX A

QUESTIONNAIRE

Organization Name:_____.

Section A: Demographic Information

Age (*Please Tick your age Group*)

20-25	26-30	31-35	36-40	41-45	46-50	51-55	Above 56

Please Tick applicable gender

Male	Female

Education (*Please Tick your Education Group*)

Matriculation	Intermediate	Graduation	Masters	Diploma with Matric/Inter	Other

Total years of Experience (*Please Tick your Experience Group*)

1-3	4-6	7-9	10-12	13-15	16-19	20 or above

Total years of Experience with this Organization (*Please Tick your Experience Group*)

1-3	4-6	7-9	10-12	13-15	16-19	20 or above

Date _____ **Designation** _____

Department _____

Section B : **job satisfaction**: Please indicate the extent of your **agreement** with the following statements on a 5-point scale. (Please circle your answer)

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

1. I feel fairly compensated for my work	1	2	3	4	5
2. If I put extra efforts into my work, someone will notice	1	2	3	4	5
3. I work in an environment where there is cooperation and respect	1	2	3	4	5
4. My supervisor cares about my personal needs	1	2	3	4	5
5. Problems in the workplace are addressed quickly and adequately.	1	2	3	4	5

6. My Supervisors are involved in the daily operations of my department	1	2	3	4	5
7. My supervisors are praises employee suggestions that aid in solving organizational problems.	1	2	3	4	5
8. Senior management is aware of activities in my department.	1	2	3	4	5
9. Job performance evaluations done by my supervisor are fair and based on clear performance standards.	1	2	3	4	5
10. There is open communication throughout the workplace	1	2	3	4	5
11. I have a clear well written job description.	1	2	3	4	5
12. The organization's mission and vision is realistic, clear, and attainable.	1	2	3	4	5
13. My follow employees know how to get the job done	1	2	3	4	5
14. I am responsible for planning my work activities	1	2	3	4	5
15. I feel motivated at work.	1	2	3	4	5

Section c : Human Resource Management Practices. Please indicate the extent of your **agreement** with the following statement on a 5-point scale. (Please circle your answer)

1. Selection

1 Strongly Disagree	2 Disagree	3 Indifferent	4 Agree	5 Strongly Agree			
1. The selection systems followed in our organization are highly scientific and rigorous.			1	2	3	4	5
2. In our organization, line managers and HR managers Participate in selection.			1	2	3	4	5
3. Valid and standardized tests are used when required in the selection process.			1	2	3	4	5
4. Selection system in our organization selects those having the desired knowledge, skills and attitudes.			1	2	3	4	5
5- The staffing processes in this organization are impartial.			1	2	3	4	5
6- Favoritism is not evident in any of the recruitment decisions made here.							
7- This organization does not need to pay more attention to the way it recruits people.							

2. Performance Appraisal

1 Strongly Disagree	2 Disagree	3 Indifferent	4 Agree	5 Strongly Agree
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1. Performance of the employees is measured on the basis of objective quantifiable results.	1	2	3	4	5
2. Appraisal system in our organization is growth and development oriented.	1	2	3	4	5
3. Employees are provided performance based feedback and counseling.	1	2	3	4	5
4. Employees have faith in the performance appraisal system.	1	2	3	4	5
5. Appraisal system has a strong influence on individual and team behavior.	1	2	3	4	5
6. The appraisal data is used for making decisions like job rotation, training and compensation.	1	2	3	4	5
7. The objectives of the appraisal system are clear to all employees.	1	2	3	4	5

3. Training and Development

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

1. Our organization conducts extensive training programs for its employees in all aspects of quality.	1	2	3	4	5
2. Employees in each job will normally go through training programs every year.	1	2	3	4	5
3. Training needs are identified through a formal performance appraisal mechanism.	1	2	3	4	5
4. There are formal training programs to teach new employees the skills they need to perform their jobs.	1	2	3	4	5
5. New knowledge and skills are imparted to employees periodically to work in teams.	1	2	3	4	5
6. Training needs identified are realistic, useful and based on the business strategy of the organization.	1	2	3	4	5
7. My employer encourages me to extend my abilities.	1	2	3	4	5

4. Compensation

1	2	3	4	5
Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree

1. Job performance is an important factor in determining the incentive compensation of employees.	1	2	3	4	5
2. In our organization, salary and other benefits are comparable to the market.	1	2	3	4	5
3. In our organization, compensation is decided on the basis of competence or ability of the employee.	1	2	3	4	5

4. The compensation for all employees is directly linked to his/her performance.	1	2	3	4	5
5. In our organization, profit sharing is used as a mechanism to reward higher performance.	1	2	3	4	5

Appendix B

ANALYSIS

Frequency

years of experiance in this organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	39	40.2	40.2	40.2
	4-6	23	23.7	23.7	63.9
	7-9	23	23.7	23.7	87.6
	10-12	10	10.3	10.3	97.9
	13-15	2	2.1	2.1	100.0
	Total	97	100.0	100.0	

years of experiance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-3	16	16.5	16.5	16.5
	4-6	13	13.4	13.4	29.9
	7-9	19	19.6	19.6	49.5
	10-12	15	15.5	15.5	64.9
	13-15	17	17.5	17.5	82.5
	16-19	16	16.5	16.5	99.0
	20 or above	1	1.0	1.0	100.0
	Total	97	100.0	100.0	

AGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-25	13	13.4	13.4	13.4
	26-30	16	16.5	16.5	29.9
	31-35	22	22.7	22.7	52.6
	36-40	17	17.5	17.5	70.1
	41-45	16	16.5	16.5	86.6
	46-50	13	13.4	13.4	100.0
	Total	97	100.0	100.0	

EDUCATION

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid graduation	49	50.5	50.5	50.5
6	48	49.5	49.5	100.0
Total	97	100.0	100.0	

GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	54	55.7	55.7	55.7
Female	43	44.3	44.3	100.0
Total	97	100.0	100.0	

Reliability analysis

JOB SATISFACTION RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.862	15

STAFFING RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.911	6

PERFORMANCE APPRAISAL RELIABILITY

Reliability Statistics

Cronbach's Alpha	N of Items
.371	7

Training and development reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.851	7

Compensation reliability

Reliability Statistics

Cronbach's Alpha	N of Items
.729	5

Mean and std. deviation

Statistics

		Job satisfaction	staffing	appraisal	training	compensation
N	Valid	97	97	97	97	97
	Missing	0	0	0	0	0
Mean		3.8137	3.5069	3.5788	3.5891	3.8000
Std. Deviation		.34074	.61845	.29260	.41149	.41633

Correlations

		Correlations				
		jobsatisme	staffingme	appraisalme	trainingme	compensationmea
		n				
jobsatisme	Pearson	1	.920**	.794**	.933**	.484**
	Correlation					
	Sig. (2-tailed)					
	N	97	97	97	97	97
staffingme	Pearson	.920**	1	.756**	.982**	.449**
	Correlation					
	Sig. (2-tailed)					
	N	97	97	97	97	97
appraisalme	Pearson	.794**	.756**	1	.799**	.843**
	Correlation					
	Sig. (2-tailed)					
	N	97	97	97	97	97
trainingme	Pearson	.933**	.982**	.799**	1	.504**
	Correlation					
	Sig. (2-tailed)					
	N	97	97	97	97	97
compensationme	Pearson	.484**	.449**	.843**	.504**	1
	Correlation					
	Sig. (2-tailed)					
	N	97	97	97	97	97

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

Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.942 ^a	.888	.883	.11662

a. Predictors: (Constant), compensationmean, staffingmean, appraisalmean, trainingmean

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.816	.228		3.575	.001
	staffingmean	.088	.106	.161	.836	.405
	appraisalmean	.468	.127	.402	3.672	.000
	trainingmean	.463	.171	.560	2.704	.008
	compensationmean	-.171	.063	-.209	-2.717	.008

a. Dependent Variable: jobsatismeant

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.895	4	2.474	181.883	.000 ^a
	Residual	1.251	92	.014		
	Total	11.146	96			

a. Predictors: (Constant), compensationmean, staffingmean, appraisalmean, trainingmean

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.895	4	2.474	181.883	.000 ^a
	Residual	1.251	92	.014		
	Total	11.146	96			

a. Predictors: (Constant), compensationmean, staffingmean, appraisalmean, trainingmean

b. Dependent Variable: jobsatismeant