

**THE EFFECT OF HUMAN RESOURCES PRACTICE ON JOB
SATISFACTION AMONG THE ACADEMICS STAFFS OF
YARMOK UNIVERSITY IN JORDAN**



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SATISFACTION AMONG THE ACADEMICS STAFFS OF YARMOK
UNIVERSITY IN JORDAN**



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**Thesis Submitted to
School of Business, Management (SBM)
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Management**

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ABSTRACT

The main purpose of this study is to examine the effect of human resources practice on job satisfaction among the academics staffs of Yarmok University in Jordan. The factors that examined in this study are training and development, compensations, performance appraisal, benefit as well as safety and health. The Yarmok Universitie academics staffs were the respondent of this study. The respondent was obtained from the human resource department of the University , a total of 283 questionnaires were distributed to obtained the primary data used for this study, both descriptive and internal analysis employed in this study , the result shows that training and development, compensation, performance appraisal, safety and health precedents employee job satisfaction with training and development showing strongest contribution , suggestions are made for future research on ways to enhance job satisfaction among employees .

Keywords: Job Satisfaction, compensations and performance appraisal, training and development, safety and health, benefit, academics Staffs, Yarmok University and Jordan



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ABSTRAK

Tujuan utama kajian ini adalah untuk mengkaji kesan amalan sumber manusia terhadap kepuasan kerja dalam kalangan kakitangan akademik Universiti Yarmouk di Jordan. Faktor-faktor yang dikaji dalam kajian ini adalah latihan dan pembangunan, pampasan, penilaian prestasi, pemberian manfaat serta keselamatan dan kesihatan. Kakitangan akademik Universiti Yarmouk adalah responden bagi kajian ini. Responden diperolehi daripada jabatan sumber manusia universiti. Sebanyak 283 soal selidik telah diedarkan bagi mendapatkan data primer untuk digunakan dalam kajian ini. Analisis deskriptif dan dalaman digunakan dalam kajian ini. Dapatan kajian menunjukkan bahawa latihan dan pembangunan, pampasan, penilaian prestasi, keselamatan dan kesihatan pekerja mewujudkan kepuasan kerja dengan faktor latihan dan pembangunan menunjukkan sumbangan tertinggi. Dicadangkan kajian mengenai cara-cara untuk meningkatkan kepuasan kerja dalam kalangan pekerja dibuat pada masa akan datang.

Kata kunci: Kepuasan kerja, pampasan dan penilaian prestasi, latihan dan pembangunan, keselamatan dan kesihatan, manfaat, kakitangan akademik, Universiti Yarmouk dan Jordan



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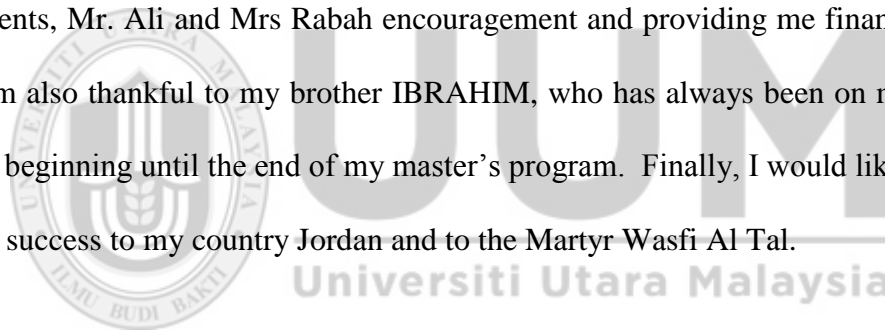


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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Human resource management is the sense of getting things done through people. It's an essential part of every manager's responsibilities, where many organizations find it advantageous to establish a special division to provide an expert service dedicated to ensuring that the human resource function is performed efficiently.

The impact of human resource management (HRM) practices popularly known as HR practices on organizational performance and employee attitudes 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 surprisingly, very limited number of studies have been conducted on HR practices in the context of developing countries, Schuler as cited in Budhwar and Debrah (2001), Sing (2004), Yeganeh and Su (2008), Mahmood (2004). This study aims to fill the existing research gap and to explore the relationship between HR practices and job satisfaction in the context of Yarmouk University (YU).

Academicians, researchers, policy-makers, practitioners, students and other developing countries could benefit from this study by exploring the relationship between HR practices and job satisfaction. This study intends to augment the contemporary research and practice of human resource management. Furthermore, it would also be useful for the developed countries as they find developing countries as attractive places for investment due to their large markets, and cheap and skilled

workforces, Budhwar and Debrah (2001). While Job satisfaction often refers to a collection of attitudes about specific factors of the job. Employees can be satisfied with some elements of the job while simultaneously dissatisfied with others. Moreover, job satisfaction is a life satisfaction.

Job satisfaction was offered by Locke (1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (Haque and Taher, 2008). Job satisfaction is also defined as an individual's general attitude regarding his or her job (Robbins, 1999). Mullins (1993) mentioned that motivation is closely related to job satisfaction. Various factors such as an employee's needs and desires, social relationships, style and quality of management, job design, compensation, working conditions, perceived long range opportunities, and perceived opportunities elsewhere are considered to be the determinants of job satisfaction (Byars and Rue, 1997; Moorhead and Griffin, 1999). Job satisfaction has a significant influence on employees' organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances (Byars and Rue, 1997; Moorhead and Griffin, 1999). According to Robbins (1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behaviour, and low medical costs.

Background of the Study

These studies (1924–1933), primarily credited to Elton Mayo of the Harvard Business School, sought to find the effects of various conditions (most notably illumination) on academics staff's productivity. These studies ultimately showed that

novel changes in work conditions temporarily increase productivity (called the Hawthorne Effect).

The finding of study provided strong evidence that people work for purposes other than pay, which paved the way for researchers to investigate other factors in job satisfaction. Scientific management (aka Taylorism) also had a significant impact on the study of job satisfaction. Frederick Winslow Taylor (1911), book of Principles of Scientific Management, argued that there was a single best way to perform any given work task. This book contributed to a change in industrial production philosophies, causing a shift from skilled labour and piecework towards the more modern of assembly lines and hourly wages.

The initial use of scientific management by industries greatly increased productivity because academics staffs were forced to work at a faster pace. Thus leaving researchers with new questions to answer regarding job satisfaction. It should also be noted that the work of W.L. Bryan, Walter Dill Scott, and Hugo Munsterberg set the tone for Taylor's work.

Some argue that Maslow's hierarchy of needs theory, a motivation theory, laid the foundation for job satisfaction theory. This theory explains that people seek to satisfy five specific needs in life – physiological needs, safety needs, social needs, self-esteem needs, and self-actualization. This model served as a good basis from which early researchers could develop job satisfaction theories.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job

satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions.

The People are most valuable asset as postulated by Robbins in which no member of any senior management team could disagree with. Undervalued, under trained, underutilized, poorly motivated, and consequently perform well below their true capability. The rate of change facing organizations has never been greater and organizations must absorb and manage change at a much faster rate than in the past. In order to implement a successful business strategy to face this challenge, organizations, large or small, must ensure that they have the right people capable of delivering the strategy. The market place for talented, skilled people is competitive and expensive. Also, it takes time to develop 'cultural awareness', product, process, organization knowledge and experience for new staff members. As organizations vary in size, aims, functions, complexity, construction, the physical nature of their product, and appeal as employers, so do the contributions of human resource management. But, in most the ultimate aim of the function is to: "ensure that at all times the business is correctly staffed by the right number of people with the skills relevant to the business needs" that is, neither overstaffed nor understaffed in total or in respect of any one discipline or work grade and good job satisfaction.

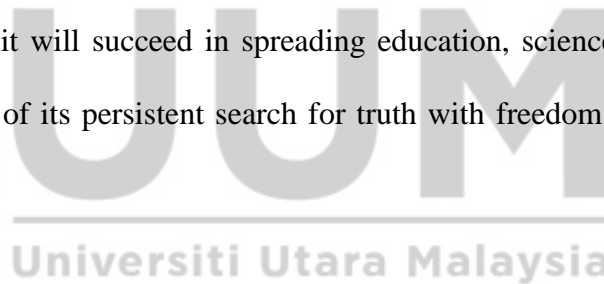
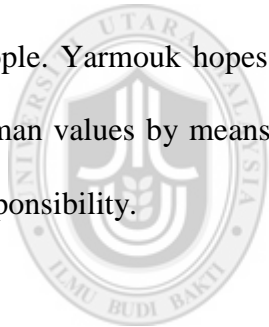
HR practices develop and maintain employee and prospect relationships in order to obtain and retain the best talent for the organization. HR practices works with cross-functional teams within the organization in order to increase company awareness create a consistent, positive organizational profile and boost profitability.

1.2 Overview of Yarmouk University Higher Education In Jordan

Yarmouk University (YU) which was established in 1976, now contains 12 faculties, and these faculties hold 55 majors in Bachelor programs, 63 in Master program and 18 in PhD programs with 33000 students. Yarmok University (YU) has joint postgraduate programs with some European Universities including an MSc in Health Services Management in collaboration with the Royal College of Surgeons, Ireland, an MSc in Information Technology Management, UK, and an ICT Diploma with collaboration with the University of Inholland. YU has a rich experience in conducting research with cooperation with many European Institution including eight projects. In order to accommodate the growing number of qualified students seeking higher education, a Royal decree issued on June 1, 1975 established Yarmouk University as Jordan's second university. It is located in the government of irbid in the northern part of the country. The decree came about as a result of the desire of the Jordanian people to increase higher education opportunities for the growing number of students who receive General Secondary Education Certificates every year. Yarmouk University, together with Jordan University in Amman and other institutions of higher education in Jordan, should be able to accommodate the majority of those students.

Yarmouk University was established with the following four objectives: Increasing opportunities for higher and university education for the growing number of students, providing Jordan with the specialized and well-trained manpower needed for its economic and social development. Creating a modern scientific, technological and cultural nucleus capable of conducting research and making new discoveries

needed for progress and development; and providing Jordan and the Arab World with technical, scientific, vocational and administrative expertise and personnel. The establishment of a new university with such major objectives is not a easy task. It requires careful and enlightened planning, unstinting effort and a constructive scientific outlook. It also requires the benefit of experience gained from past efforts, such as the establishment of Jordan University, as well as rescoring to the objectives, principles and philosophies which have guided university education in the last quarter of the twentieth century. The objectives of Yarmouk University are the comprehensive development of the country, the elevation of individuals and society, the preparation of future leaders and the fulfillment of the aspirations of the Arab people. Yarmouk hopes it will succeed in spreading education, science and decent human values by means of its persistent search for truth with freedom, dignity and responsibility.



1.3 Problem Statement

The study on job satisfaction helps to know their preference and problem of the employees. Mainly by testing some factors influenced job satisfaction which they are, training and development, safety and health, employee benefits, compensations and performance appraisal. When these factors are high, job satisfaction will equally be rated as high in any organization. When these factors are low, job satisfaction is said to be low as well. So the needs of the employees are carefully studied by conducting survey on job satisfaction towards the organization. This study is very

useful and helpful to know the problem faced by the employees and also know the employee requirements in an organization.

Job satisfaction is the combination of feelings and belief that academics staff hold in relation to their current jobs. A worker with high level of satisfaction will generally like their job; they feel that they are being fairly treated and believe that the job has many desirable facets (Jones et al. 1999). The satisfaction at work has been characterized as a positive or pleasing emotional state which emerges as the result of evaluating one's work or experiences in the workplace. It is assumed that human resource practices are closely associated with job satisfaction (Ting, 1997). Scholars and practitioners believe that sound human resource practices result in better level of job satisfaction which ultimately improves organizational performance (Appelbaum, Bailey, Berg and Kalleberg, 2000). Job satisfactions are also associated with other factors such as absenteeism (Hackett and Guion, 1985; Hulin, 1991), turnover (Carsten and Spector, 1987), happiness (Boehm and Lyubomirsky, 2008) and organization commitment.

The problem in Yarmok University, In spite of various study on job satisfaction, the prevalence and predictors on the impact of human resource practices towards job satisfactions still need to be comprehensively examined. Therefore, the focus of this study is to examine the job satisfaction among the academics staff of Yarmouk University (YU).

A short conclusion, many studies have showed that job satisfaction is one of the most important human resources management practices that affect employee. There is high employee turnover rate and low standard of performance is going to be a

serious problem in Yarmok University. In order to lower the employee turnover rate and improve the standard of organizational performance, we have conducted this study to examine how well the human resources management practices have influenced the employees' job satisfaction.

1.4 Research Questions

This study seeks to answer the following questions on academics staff job satisfaction at Yarmouk University (YU).

1. Does training and development affect academics staff job satisfaction in Yarmouk University?
2. Which human resource practice has affect performance appraisal on academics staff job satisfaction in Yarmouk University?
3. How compensation can be affect academics staff job satisfaction in Yarmouk University?
4. Does safety and health affect academics staff job satisfaction in Yarmouk University?
5. In which way employee benefits can affect academics staff job satisfaction in Yarmouk University?

1.5 Research Objectives

The main objective of the study is to examine the impact of human resource practices to job satisfaction on the academic staffs of Yarmouk University (YU).

Hence, the objectives of this study are listed below:

1. To determine the effect of training and development on academics staff job satisfaction Yarmouk University (YU).
2. To determine the effect of performance appraisal on academics staff job satisfaction in Yarmouk University (YU).
3. To determine the effect of compensation on academics staff job satisfaction in Yarmouk University (YU).
4. To determine the effect of safety and health management on academics staff job satisfaction in Yarmouk University (YU).
5. To determine the effect of employee benefits on academics staff job satisfaction in Yarmouk University (YU).

1.6 Scope of Study

The survey of study is to be generalized by using the primary data in distributing questionnaire to the staffs in order to facilitate the intended result for this study and its successful accomplishment. The academics staffs of Yarmouk University are the respondents and variable are as follow, training and development, safety and health, employee benefits, compensations and performance appraisal.

1.7 Significance of the Study

The study may be beneficial both for the organization and the employees. Various departments can benefit by knowing the employees level of job satisfaction. For the employees indirectly helps them to convey their expectations regard this project

highlights the scope for future improvement in above requirements provided to the employees.

The present study is significant in two ways that is theoretical and practical. The theoretical aspect shows some exchanges theory by examining the effect of HRM practices job satisfactions on Yarmouk staffs. In accordance with this theory, there is a relationship between employees and the organization and this reciprocate shapes the responds of the employees. If the findings of the present study are correct, this theory is validated. In this case when the organization is able to provide good HRM practices and able to enhance work satisfaction of its people, they will reciprocate by not engaging in behaviours that are not favourable to the organizations. In these words, they will engage in positives reciprocity. For instances, where employees believe they are treated fairly in working place , then they, hold positives attitudes towards the organisation (moorman, 1991).

The practical aspect will prove that the findings are correct, they will be able to help HR managers to designed measures that will discourage staffs from engaging in working place deviance behaviors. For examples, this study wants to show how HRM practices can be improved upon to help reduce occurrence.

Summary

This chapter outlines steps discussing here, introduction to human resource practices, background of the study, overview of Yarmouk University higher education in Jordan, problem statement, research question, research objective, scope of the study, significant of the study and organization of study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the concept of job satisfaction, human resource management, human resource practices, human resource planning, recruitment and selection, training and development, performance appraisal, compensation, employee relation, safety and health issues relating job satisfaction. The literature review is conducted in a systematic manner to unfold the disciplines of human resource management and job satisfaction.

2.2 Job Satisfaction

Job satisfaction is the most widely discussed issue in the field of human resource practice. Some scholars defined job satisfaction as a general attitude of the staffs constituted by their approach towards the wages, working conditions, control, promotion relate with the job, social relations in the work, recognition of talent and some similar variables, personal characteristic, and group relations apart from the work life Adejare and Arfan (2015). However, Locke (1976) defined job satisfaction as pleasure or positive emotional state resulting from the appraisal of one's job or job experience. While Robbins (1999) perceived job satisfaction as an individual's general attitude regarding his or her job. In a broader view, Hoppock (2010), indicate that job satisfaction means the mental, physical and environmental satisfaction of

employee and the extent of job satisfaction can be known by inquiring employees about the job satisfaction extents.

The academic definitions of job satisfaction can be divided into three types as below:-

(1) Integral definition: This definition emphasizes staffs' job attitude towards environment with focal attention on the mental change for individual job satisfaction of employee (Lock, (1976) Fogarty, 1994; Robbins (1996).

(2) Differential definition: It emphasizes job satisfaction and the difference between the actual deserved rewards and the expected reward from employees; the larger difference means the lower satisfaction (Smith *et al.*, (2008)

(3) Reference structure hypothesis: It accentuates the way that the target qualities of associations or occupations are the vital variables to impact representative's working disposition and practices however the subjective sensibility and clarification of working representatives about these goal attributes; the said sensibility and clarification are likewise influenced independent from anyone else reference structures of individual worker (Morse, 1953; Homans, 1961). With the clarification above, it is straightforward that occupation fulfillment is the aggregate of the assessments related with the employment that is performed. On the off chance that a man trusts that their qualities are acknowledged inside of the occupation, they have an inspirational state of mind towards the employment and obtain work fulfillment. Different speculations of occupation fulfillment have been created by clinicians and administration researchers.

Numerous different studies have inquired about its soundness (Staw and Ross, 1985), importance with different components, for example, non-appearance (Hackett and Guion, 1985; Hulin, 1991), turnover (Carsten and Spector, 1987) and execution (Iaffald and Muchinsky, 1985; Osrroff, 1992; Podsakoff and Williams, 1986). By and large specialists see work fulfillment as a general state of mind, instead of particular or real. Along these lines, work fulfillment is steady crosswise over distinctive employments because of properties of identity and different demeanors, positive affectivity, work trademark, time slack between diverse occupation fulfillment study (Staw and Ross, 1985; Lam 1995), locus of control and self-regard (Judge *et al.*, 1998). It has been seen as essential full of feeling responses of people to different aspects of the occupation and occupation experience (Igbaria and Guimares, 1993). It comprises of general or general occupation fulfillment, and also an assortment of fulfillment feature (Cranny *et al.*, 1992). Fulfillment with pay, advancement, boss, and associate are some key cases of the assortment of fulfillment aspect found in the writing (Cranny *et al.*, 1992). Henceforth, work fulfillment can be viewed as a multidimensional build (Poulin, 1995).

As per a study, work fulfillment is comprised of five (5) segments, including demeanor towards partners, general working conditions, money related advantages and states of mind towards administrators. Consequently, work fulfillment can be conceptualized as a general demeanor that representatives have towards their occupation, and straightforwardly fixing to individual needs, including testing work, fair compensates, a steady situation and partners (Ostroff, 1992). As per Robbins (1999), a fulfilled workforce can increment hierarchical efficiency through less

diversion brought about by truancy or turnover, couple of occurrences of damaging conduct, and low restorative expense.

Survey of writings in related studies has demonstrated occupation fulfillment to get critical consideration in working environment thinks about. There are essential reasons why associations ought to be worried with employment fulfillment. To begin with, the philanthropic point of view is that individuals should be dealt with reasonably and with deference. Work fulfillment is to some degree an impression of good treatment. It can likewise be viewed as a marker of enthusiastic prosperity or mental wellbeing (Haccoun and Jeanrie, 1995).

Furthermore, the utilitarian point of view is that occupation fulfillment can prompt conduct by representative that influences hierarchical capacity. This is because of general acknowledgment that occupation fulfillment can be one of the real determinants of authoritative execution and viability (Angle and Perry, 1981; Riketta, 2002). Demand (2003) in backing, contended that outcomes of fulfillment lead to a superior occupation execution, and diminishment in withdrawal, and counterproductive conduct. In other related studies, work fulfillment was generally regarded as a basic result variable in association (Judge and Hulin, 1993; Judge and Watanabe, 1994).

Having examined altogether on the idea of employment fulfillment, it is recommended that variables affecting occupation fulfillment are: pay, sort of occupation, physical conditions, relations with partners, security, advancement opportunities, strengthening, status, monetary and spirit recompenses, preparing,

being included in choice making, correspondence, social exercises, strategy and administration of associations.

Maslow associate the making of the presence of individuals' feeling of fulfillment with the support of the characterized needs. These are physiological needs (eating, drinking, resting, and so on.), security needs (benefits, medical coverage, and so on.), the need to love (great relations with nature, kinship, partnership, to cherish and be cherished), need to self-regard (self-assurance, acknowledgment, veneration, to be given significance, status, and so on.), and need of self-realization (improvement of capacities, and so forth.).

The contrast between the outcomes that the individual cravings and those they kept up will influence their employment fulfillment. There is a steady relationship between the expert status and the employment fulfillment. Abnormal amounts of occupation fulfillment are seen in those callings which are esteemed of good remaining in the public arena. Age is one of the variables influencing occupation fulfillment. Studies led in five unique nations have demonstrated that more seasoned specialists are more fulfilled. It has been attested that taking an interest in the administration, having choice making force, autonomy at work, and the unit where one works, have positive effect upon employment fulfillment. The occupation itself (work led) and accomplishment and acknowledgment at work result in employment fulfillment while the administration approach, relations with the chiefs and associates results in disappointment.

Then again, wellsprings of low fulfillment are connected with low compensations and advantages, working with incompetent or improperly prepared staff, difficult assignments, for example, documentation, redundancy of obligations, pressures inside of part desires, part uncertainty, part strife, feeling over-burden, the expanding should be accessible for extra time, relations with colleagues and individual elements (McNeese-Smith, 1999; Furnham, 2002; Heywood et al, 2002; Chu et al, 2003; Gigantesco et al, 2003). As a general propensity, individuals leave foundations as a result of disappointment with compensation, mobbing from associates or bosses, conflict with HR administration strategies.

Work fulfillment and execution has been observed to be connected in studies following in the 1950s (Herzberg et al., 1957). Iaffaldano and Muchinsky (1985) focused on that a negative change in employment demeanors set off a diminishing in execution, which was additionally related to non-appearance (Ostroff, 1992; Spector 1997; Judge, et. al., 2001). Subsequently, it is a pointer of not just representative well-being and mental wellbeing (haccoun and Jeanrie, 1995), additionally various attractive hierarchical results, for example, work participation, expectation to stay in the association, inspiration to exchange, learning, turnover goal, and real turnover (Brown, 1996; Egan, Yang, and Barlett, 2004; Tett and Meyer, 1993).

In any case, Euske *et al.*, (1980) contended that relationship between employment fulfillment and execution is still open to question; it is imprudent to accept that high occupation fulfillment prompts superior or that superior staffs are fulfilled by their employments. Various studies show a feeble connection (Caldwell and O'Reilly, 1990; Spector, 1997) propose a potential relationship in the middle of fulfillment and

execution. Considers that analyzed the relationship between occupation fulfillment and authoritative responsibility uncovered positive results (Robinson, Porporino and Simourd, 1997; Lambert, 2004; Dubinsky and Hartley, 1986; Bedeian and Armenakis, 1981; Oliver and Brief, 1977-1978; McNeilly and Russ, 1992; Fletcher and Williams, 1996; Wong *et al.*, 1995; and Bhuian *et al.*, 1996).

Authoritative responsibility was normally characterized as representatives' enthusiasm for, and association with an association (Mowday *et al.*, 1979; Hunt *et al.*, 1989; Meyer and Allen, 1997). In a comparative study, there were additionally discovered both employment fulfillment and hierarchical duty as firmly corresponded. The significance of authoritative responsibility lies in the perplexing relationship between the association and the individual, and the degree to which duty to an association advances other positive conduct (Meyer and Allen, 1997). In comparative setting, analyst contended that the critical of authoritative responsibility develop is gotten from its association with business related conduct, for example, non-attendance, turnover, work fulfillment, exhibitions and pioneer subordinate relations. Various creators have considered the relationship between occupation fulfillment and nonattendance. Non-attendance is the term for the most part used to allude to unscheduled worker unlucky deficiencies from the work environment.

Non-appearance can bring about various expense on manager, for example, lost of yield by the truant representative, extra minutes for different staffs to fill in, any brief expense causes, conceivable loss of business or disappointed clients and so on (Oi, 1962). In an early study directed by Vroom (1964), low levels of employment fulfillment were found to add to higher truancy rates, a finding affirmed by Clegg

(1983) who additionally found that low occupation fulfillment was likewise connected with absence of timeliness and a higher penchant to stop. So also, Drago and Wooden (1992) found that non-attendance was lower in occupations where representatives cooperate nearly inside agreeable environment and where work fulfillment was high. Another study found that the speculated connection in the middle of fulfillment and contribution was huge for both their pointers of nonappearance conduct. Relationship between employment fulfillment and aim to stop has been inspected by Freeman (1978), who was one of the first financial specialists to dissect the association in the middle of quit and occupation fulfillment.

In light of board information from two diverse US sources, the National Longitudinal Survey (NLS, 1966-71) and the Michigan Panel Survey of Income Dynamics (PSID, 1972-73), Freeman demonstrated that occupation fulfillment was emphatically identified with the likelihood of stopping. This relationship was affirmed by Akerlof et al. (1988) utilizing information from the NLS Older Men Survey. In the comparative connection, Kristensen and Westergard-Nielsen (2004) found that the consideration of a subjective measure of occupation fulfillment enhanced the prescient capacity of a vocation quit model. Disappointment with the kind of work was observed to be the angle well on the way to prompt a laborer leaving their employment, while fulfillment with employer stability was found to insignificantly affect quit affinity. Likewise, there were studies contended that enhancing employment fulfillment through non-monetary part of instructors' occupations largely affect enhancing maintenance than expanding pay.

2.3 Human Resource Management

Human resource management (HRM), which is defined as ‘productive use of people in achieving the organization’s strategic business objectives and the satisfaction of individual employee needs’ (Stone 1998), refers to the policies and practices involved in carrying out the human resource aspect of a management position including planning, recruitment, selection, orientation, compensation, performance appraisal, training and development and labour relations (Dessler, 2007). It is created with strategies, practices that impact representatives' conduct, disposition, and execution (Noe, et. al., 2008). HRM practice contend that a company's choice on HRM is controlled by a scope of outer and inner components, for example, political, lawful, financial and social elements, procedure, structure, industry, size, monetary proprietorship and experience (Paauwe and Dewe 1995).

There are essentially four top models of HRM, for example, the Fombrun, Tichy, and Devana model of HRM, the Havard Model of HRM, the Guest Model of HRM, and the Warwick Model of HRM (Bratton and Gold, 1999). Aswathappa (2008) considered Guest Model of HRM to be vastly improved than different models. The present study chose the human asset practices, for example, human asset arranging, enlistment and choice, preparing and improvement, remuneration, representative connection and execution evaluation which were the capacities to a great extent fused by the Guest Model, and the Society of Human Resource Management, USA (Yeganeh and Su, 2008).

The best practice model of HRM shows that delicate human asset practices will bring about positive authoritative results for association in all commercial ventures (Walton, 1985; Becker and Huselid, 1998). Interestingly, the possibility model contends that human asset practices must be adjusted to business procedure to deliver positive hierarchical results inferring that sometimes, hard HRM may be ideal technique (Boxall and Macky, 2007; Legge, 1989, 1995; Youndt *et al.*, 1996). In Jordan, human asset practices, frameworks and regulations are to a great extent affected by the British colonization experience of the nineteenth century. It is normally seen that human asset rehearses in Jordan are gotten from a combination of Western and indigenous human asset practices (Chew, 2005). Bite (2005) classified Jordann human asset hones into two standards, to be specific British-arranged qualities and ethnic-situated qualities (e.g., academics and International values). It is found that organizations were overseen either through in a greater amount of the British or the indigenous way. Despite the fact that the part of human asset division and its significance are bit by bit extended to more extensive range in numerous Jordann firms, the general idea is that the human asset office still assumes just a regulatory part. In any case, some dynamic Jordann firms that adjust Western human asset practices have perceived the key significance of the human asset office (Chew, 2005). All together for HRM framework to be compelling and add to the advancement and usage of the corporate methodology an association needs to guarantee its HRM frameworks to best fit its inside and outside environment, the alleged the 'best-fit methodology' (Shen, 2005). HRM examination demonstrates that HRM with separated trademark, e.g. high-inclusion HRM, superior HRM, family-

accommodating HRM, influence in an unexpected way staffs' states of mind and conduct (Nishii et al. 2008; Pare and Tremblay, 2007). The powerful usage of human asset hones in associations is a key wellspring of upper hand and has been appeared to have a positive association with organization execution (Collins, 2007; Chew and Basu, 2005).

2.4 Human Resource Practices

There has been widespread debate in the literature over the effects of HRM on job satisfaction. In some studies, job satisfaction has been identified as a key variable mediating any positive relationship between human resource practices and organizational performance (Guest, 2002). It accepted that human asset practices are nearly connected with occupation fulfillment (Ting, 1997), in light of the fact that numerous researchers and experts trust that sound human asset practices result in better level of employment fulfillment which at last enhances authoritative execution (Appelbaum, Bailey, Berg and Kalleberg, 2000). What is the probable effect of human asset hones on employment fulfillment? These practices will positively affect specific parts of employment fulfillment. Some indicated the basic part of HRM strategies, for example, participatory work rehearses, on laborers' capacity to infer a feeling of significance from work and to accomplish fulfillment with work itself (Cartwright and Holmes, 2006). On the off chance that human asset practices, for example, collaboration, upward correspondence frameworks and critical thinking gathering furnish specialists with more prominent independence and chances to add to choice making, then this may be relied upon to positively affect other part of

employment fulfillment, especially work fulfillment with impact. Edgar and Geare (2005) analyzed the effect of human asset administration hones on representative mentalities, for example, work fulfillment, hierarchical responsibility, and authoritative decency in the connection of New Zealand. They found that human asset practices significantly affected association responsibility, work fulfillment, and authoritative reasonableness. Likewise, Yu and Egri (2005) found that human asset practices significantly affected the successful duty of representatives in Chinese firms.

Once more, Petrescu and Simmons (2008) concentrated on the relationship between human asset rehearses and laborers' occupation fulfillment in the connection of UK. They distinguished that few human asset practices raised specialists' general occupation fulfillment and their fulfillment with installment. Then again, Marchington and Wilkinson (2005) contend that the level of impact gave by participatory work rehearses under the umbrella of human asset practices is frequently exaggerated and that these activities result in work escalation and larger amounts of anxiety. It might likewise be the situation that human asset practices sway on outward part of occupation fulfillment, incorporating fulfillment with pay. Swinging to the confirmation, Steijn (2004) found that human asset practices had constructive outcome on occupation fulfillment of the representatives from Dutch open part while singular attributes, for example, age, sexual orientation and instruction had immaterial impact on employment fulfillment.

Studies demonstrated that utilization of particular human asset hones in neighborhood government associations in UK was connected with a more

noteworthy level of employment fulfillment, work environment trust, responsibility, exertion and saw authoritative execution. Different studies (Boselie *et al.*, 2005) have found that "packages" of human asset practices, executed together as a 'high contribution' way to deal with administration, can be connected with more elevated amounts of occupation fulfillment. Interestingly, others have recommended that in Britain, the execution of human asset practices has been connected with more elevated amounts of work force, and consequently lower levels of employment fulfillment (Green, 2006). Others take note of that human asset practices received as a major aspect of a 'superior work framework' are not essentially intended to expand work fulfillment: by and by, they might possibly have such an impact (Appelbaum, 2002). The reality of the situation may prove that human asset practices sway on individual features of employment fulfillment, for example, fulfillment with feeling of accomplishment or fulfillment with pay.

2.5 The Theories of Job Satisfaction

Having discussed in detailed on the various definitions of satisfaction, it is equally important to explore the different attitudes and responses staffs will reflect towards their jobs. This actually determines the level of job satisfaction of an individual has towards his or her job. For this specific reason, researchers and scientists have delivered exhaustive hypotheses in light of occupation fulfillment. The point was to give a system to comprehension the variables impacting such demeanors, as well as why it results in such impacts:

(A) Frederick Herzberg's two elements Theory Hertzberg et al. (1959) original two-variable hypothesis of inspiration hypothesized that fulfillment and disappointment were not the two inverse extremes of the same continuum, yet two separate elements brought about by very diverse aspects of work – these were named as "cleanliness components" and "helpers". Cleanliness variables are portrayed as extraneous segment of occupation outline that add to representative disappointment in the event that they are not met. Illustration incorporates supervision, working condition, organization arrangements, compensation and relations with colleagues. Inspirations, in any case, are natural for the employment itself and incorporate perspective, for example, accomplishment, improvement, obligation and acknowledgment. These inborn components have long been recognized as vital determinants of inspirations.

As indicated by Mullins (2002), Hertzberg's two variable hypothesis is viably a hypothesis of occupation fulfillment. Besides, Baron and Greenberg (2003) state that Hertzberg's Two Factor Theory concentrates on components that are in charge of occupation fulfillment and disappointment. There are a few variables that would energize work fulfillment on the off chance that they were available, yet sentiments of disappointment when they are missing. Despite the fact that Hertzberg's model has contributed absolutely towards research, commentators have been not able experimentally demonstrate the model with any unwavering quality. Pundits additionally demonstrated that the model does not determine how inspirations and cleanliness components can be measure There is a longstanding open deliberation concerning whether cleanliness figures truly add to occupation fulfillment (Furnham *et al.*, 1999; Warr, 1987).

(B) The Cognitive Judgment Approach

Developing in the 1970s, built a connection between the workplaces and spoke to as an arrangement of solid or theoretical elements (work attributes, pay levels, advancement opportunities, and so on.) and one's occupation fulfillment. The outlook of Locke's (1976) esteem hypothesis, work fulfillment is identified with the degree to which work results, (for example, prizes) coordinate those sought by the person. The more representatives see that they are accepting results may be any part of the employment that is sought. More noteworthy inconsistencies result in more disappointment. Locke further contended that fulfillment is controlled by the straightforward distinction between what the representatives need and what they see they get. The more their needs surpasses from what they get, the more noteworthy their disappointment.

(C) Antecedents of Job Satisfaction Research on the determinants of fulfillment has demonstrated that occupation fulfillment is absolutely associated with inspiration, work inclusion, authoritative citizenship conduct, hierarchical responsibility, emotional well-being and work execution (Spector 1997). Five employment qualities, self-sufficiency, input, aptitude assortment, assignment character and undertaking criticalness, are decidedly corresponded with occupation fulfillment (Hackman and Oldham 1980). It is adversely associated with non-attendance, turnover and saw stress (Spector 1997). Significant individual components of occupation fulfillment recognized are self-regard, the capacity to withstand anxiety, general life fulfillment, authoritative status and position and confidence in the capacity to control one's own result (Miskel et al. 1983).

2.6 Training and Development and Job Satisfaction

Training is defined as the planned intervention that is designed to enhance the determinants of individual performance. Preparing is identified with the aptitudes esteemed fundamental by the administrations of an association, which must be obtained by the individuals from that association, so as to enhance the profitability and accomplishing its objectives. Preparing offered to representatives, may offer them some assistance with reducing their nervousness or disappointment, brought on by work requests that they are not acquainted with, and they are deficient with regards to the aptitudes to handle it viably (Chen *et al.*, 2004). At the point when worker feeling not exactly capable to do an undertaking, will probably leave the field (Chen *et al.*, 2004), or in the event that they stay, their efficiency would be imperfect (Kanelopoulos and Akrivos, 2006). Consequently, the bigger the hole between the aptitudes required and those controlled by the staffs, the more noteworthy the absence of occupation fulfillment of the representatives.

Preparing and advancement is one method for enhancing workforce usage and consequently conceivably raising employment fulfillment. Preparing is frequently used for upgrading representative's learning, aptitudes and capacities (KSA) inside of associations. Meta-investigation gives confirm that preparation intercessions upgrade execution (Arthur *et al.*, 2003). Likewise, it has been demonstrated that group building preparing was viable for upgrading worker's occupation fulfillment (Neumann *et al.*, 1989). An exact study led by Saks (1995) as to occupation fulfillment found that taking an interest in preparing upgraded representative's employment fulfillment. This outcome was repeated in a study taking into account

information from the German Socio-financial Panel. In backing to this, Jones et al. (2009) deduced in a study with clear proof that preparation is emphatically and essentially connected with occupation fulfillment.

Thus, Thang and Buyens (2008) expressed that preparation and advancement lead to prevalent learning, aptitudes, capacities, mentalities, and conduct of staffs that eventually upgrade incredible monetary and non budgetary execution of the associations. Preparing and improvement has a huge positive effect on worker's employment fulfillment (Garcia, 2005). On the other hand, a study led in the Australia establishment area (Choo and Bowley, 2007) neglected to reproduce the positive relationship in the middle of preparing and employment fulfillment. A large portion of the writing here has concentrated on the effect of instruction and aptitudes learning on employment fulfillment instead of the impact of preparing. One of the studies investigated 13 nations in the European Community Household Panel (ECHP) 1994-2001; found that occupation fulfillment had a tendency to be higher where there was access to working environment preparing. On the other hand, the relationship between ability securing and work fulfillment is not straight forward. Firstly, there is the qualification in the middle of general and particular aptitudes.

The movability of general abilities may raise work fulfillment as it is less demanding to move to different employments where fulfillment is higher. Interestingly, particular abilities tie the laborer to the firm and may decrease fulfillment by making an obstruction to exit as specialists will lose a bit of the arrival on such aptitudes on the off chance that they quit. This leads on to the topic of coordinating individual aptitudes and levels of instruction with occupation necessities. In the event that

laborers are confounded as far as aptitudes and instruction prerequisites, this may decrease work fulfillment, as found in the writing said before. Rowden (2002) and Rowden and Conine (2005), suggested that preparation may be utilized as an instrument to expand work fulfillment. Rowden and Conine (2005), contends that prepared representatives will better fulfill the needs of their clients. Tsai *et al.*, (2007), observed that representatives focused on learning demonstrated a more elevated amount of employment fulfillment with a constructive outcome on their execution. Taking after that, it is protected to accept that, representatives who see their preparation useful will be more fulfilled than the individuals who has no preparation or with preparing of no quality. A few different studies have likewise provided details regarding the advantages of preparing, which clarified the relationship in the middle of preparing and occupation fulfillment. Associations that are focused on worker preparing understand the prizes of expanded ability sets, inspiration, higher efficiency and information exchange of their representatives. Specifically, occupation related preparing expands a worker's capacity to perform employment related errands (Acton and Golden, 2003). Firms that give preparing has a tendency to send a solid sign to representatives in regards to administration's dedication to client administration (Babakus *et al.*, 2003).

Preparing representatives is additionally been found to brings about upgrade the overhauling of abilities, expanding polished skill, worker responsibility and fulfillment to the association (Bateman and Strasser, 1984). Further to this, Burke (1995) found that investment in inner and outer courses is valuable for the associations and their staffs. Staffs seeing more prominent worth in formal

instructional classes are generally more fulfilled by their employments, which prompts them feeling better about their association (Burke, 1995).

Then again, Steers and Mowday (1982) found that exile's desires are identified with states of mind and in this way underscores abilities advancement opportunities, maybe gave through preparing, may elucidate the perplexing arrangement of desires connected with a worldwide assignments, prompting higher congruency in the middle of desires and consequent employment encounters. This ought to prompt more inspirational states of mind, and at last to more noteworthy occupation fulfillment. In extra, Schmidt (2007) integrated meanings of employment fulfillment (Spector, 1997) and occupation preparing to make the idea of employment preparing fulfillment, characterized as how individuals feel about the distinctive parts of the occupation preparing they get. The hypothetical bases for the idea of employment preparing fulfillment are established in the idea of occupation preparing and occupation fulfillment. Exploration concentrates additionally centered around the significance of occupation preparing to diverse gatherings or classes of representatives. A study found that new representative advancement exercises, for example, preparing and improvement, decidedly impacted occupation fulfillment and hierarchical responsibility among provisional specialists.

2.7 Performance Appraisal and Job Satisfaction

Performance appraisal represents a central function of human resource management and has remained an important topic of investigation among Organizational researchers (Dulebohn and Ferris, 1999). Since the helpfulness of execution

examination as an administrative choice instrument depends halfway on regardless of whether the execution evaluation framework can give exact information on representative execution, rating precision is a basic part of the examination process. Execution evaluation includes the recognizable proof, estimation and administration of human execution in associations. By and large, associations conduct evaluations for authoritative as well as formative purposes. As far as managerial reason, the evaluation is utilized as the premise for a choice about the worker's work condition, including advancements, end, and compensates.

There is an expanding use being made of the execution evaluation process (Millward *et al.*, 2000; Nankervis and Compton, 2006; Wiese and Buckley, 1998) by and large propelled by a hierarchical yearning to influence worker practices and state of mind and at last, authoritative execution (Aguinis, 2009; Gardner, 2008; Murphy and Cleveland, 1991). Execution examination is a mind boggling procedure and there is an extension for variety, specifically when the boss is required to make subjective judgments of worker execution. Subjective judgments can possibly weaken the nature of the execution examination process as they may be affected by inclination or contortion as an aftereffect of feeling (for instance, see Longenecker *et al.*, 1987; Murphy and Cleveland, 1995). As to disappointment with examination is widespread. For instance, one overview found that the dominant part of human asset experts are disappointed with their present evaluation framework. Consequently, understanding the effect of execution evaluation quality is especially vital as Treadway *et al.*, (2007) recommends that execution examinations are turning out to be progressively subjective.

Representatives are delicate to quality varieties in execution examination as it is a procedure of effective determinants staffs' prospect (for instance, advancement, end of occupation) inside of the association. A study recommends execution quality varieties will create solid responses among staffs. An excellent execution evaluation is planned to expand work fulfillment for which there is some exact bolster (See Masterson *et al.*, 2000).

As occupation fulfillment is the consequence of a representative's impression of how well their occupation gives those things that are seen as critical (Locke, 1976), a top notch execution evaluation experience is prone to improve staffs' sentiments of self-esteem, accomplishment, demeanors about their employment and their sentiments of a positive remaining in the association (Lind and Tyler, 1988). It is additionally prone to create trust in the nature of the results from the execution evaluation process (Hendrix *et al.*, 1998). Amazing execution evaluation encounters are along these lines liable to produce more elevated amounts of occupation fulfillment (Fried and Ferris, 1987). Thus, a low quality execution examination experience may bring about a lower level of occupation fulfillment. The representative is prone to feel that their commitments are not esteemed as they have constrained ability to practice any procedure control and experience some perplexity about the execution desires of the association.

The procedure of experimentation in endeavoring to satisfy unclear execution desires will lessen the staffs' sentiments of accomplishment, self-esteem and employment fulfillment (Behrman *et al.*, 1982). The consequences of Campbell *et al.* (1998) propose that a low quality execution evaluation experience may prompt lower levels

of occupation fulfillment. Further studies on execution examination discovered some proof that chiefs purposely contort subordinates' execution rating for political reasons (Longenecker *et al.*, 1987). For instance, a supervisor may blow up evaluations to pick up worker goodwill or maintain a strategic distance from showdowns over lower execution appraisals (Fried and Tieg, 1995). In such a case, when staffs see their execution evaluations, and henceforth boost in salary and advancement, to be dictated by political contemplations instead of execution variables, they are prone to experience diminished occupation fulfillment. Writing from the authoritative equity area can be attracted on to clarify why view of execution evaluation governmental issues may impact work states of mind and behavioral goals. Two essential parts of hierarchical equity are distributive equity and procedural equity (Cropanzano and Folger, 1996).

In the execution examination setting, distributive equity alludes to the reasonableness of the assessment got, while procedural equity alludes to the decency of the procedure utilized as a part of deciding the assessment (Greenberg, 1986). As per the procedure point of view – which depends on the hypotheses of procedural equity, a critical component influencing reasonableness observations is judgment taking into account proof; raters must be seen to apply execution measures reliably inside of all staffs in an association without contortion by outer weight, defilement or individual predispositions. Hence, execution assessments made on the premise of political contemplations disregard staffs' expected procedure. When staffs feel unreasonably treated, they are liable to respond by at first changing their occupation states of mind, followed in the more drawn out term by reactions that are more

retaliatory, for example, stopping. There is past confirmation that procedural equity is identified with representative fulfillment and turnover aim (Cobb and Frey, 1996; Konovsky and Cropanzano, 1991).

2.8 Compensation and Job Satisfaction

Compensation is a strategic human resource management function (Rynes *et al.*, 2002) where it may be defined from organizational, individual, and language perspectives. In terms of language, compensation is known as salary and wage, remuneration, reward and/or pay system is often used interchangeably in organizations (Henderson, 2006; Milkovich and Newman, 2008). Based on an individual's perspective, compensation is seen as non membership and membership rewards that are necessarily needed by employees to meet their basic needs and improve standards of living in society (Henderson, 2006; Maurer et al, 1995).

However, in an organizational perspective, compensation is often viewed as an employer's designs and administrations of the various types of pay systems, Heneman (2002). Traditionally, most employers design pay systems based on internal organizational variables whereby the type, level and amount of pay are allocated to employees based on job structure. Lawler (1987) classified compensation structure into three types known as job-based pay, skill-based pay, and performance based pay. Job-based pay is determined by the degree of difficulty, responsibility, and relative value of job (Henderson, 1989,) while skill-based pay was determined by the employee's skill and knowledge (Zhu, 1996). Performance-based pay was determined by the employees output or performance. As

compensation was used as rewards that employees receive for work performed, compensation, therefore tend to affect employees' morale and job satisfaction. Benefit, pay, and incentives are some of the compensation package, cited in most human resource management text to create value for organizations and its employees. Results from other studies have continued to support that compensation was one of the strongest determinants of employee attitudes, motivation and behaviours (Gerhart and Milkovich, 1992).

There is a large body of literature on the pay and job satisfaction relationship (Ago, Mueller and Price, 1993; Weiner, 1980). An appropriate allocation of compensation structure was said to have a significant impact on job satisfaction (e.g., Adams, 1963, 1965; Bloom, 1999; May *et al.*, 2002), and job satisfaction that is perceived as general attitudes of employees towards their job are directly tied to individual needs, which includes challenging work, equitable compensation and supportive work environment on colleagues (Ostroff, 1992). The ability of organization to allocate the structure of compensation based on proper rules such as value of the job and performance levels may lead to an increased job satisfaction (Mathieu and Zajac, 1990; Roberts *et al.*, 1999; May *et al.*, 2002). In a workplace context, an employee will compare him/herself to other employees within the same organization (assessment of internal equity), to people occupying similar jobs in other companies (assessment of external equity), and to employees performing similar jobs within the same company (assessment of relative equity). Further investigation of such relationships based on psychological perspective reveals that effect of pay level on

the personal outcomes is indirectly affected by interactional justice (Adams, 1963, 1965; Bloom, 1999; Mani, 2002).

In a human resource management, the enactment of organizational procedures (Bies and Shapiro, 1987; Greenberg, 1996, 2003). If an individual perceives that decision makers (e.g., manager or supervisor) practice fair treatments (e.g., shows respect and accountable) in allocating resources (e.g., pay level), this will invoke employees' feelings of interactional justice. As a result, it may lead to increased positive personal outcomes, such as job satisfaction and job performance (Adams, 1963, 1965; Bloom, 1999; Pfeffer and Langton, 1988). The compensation research literature is consistent with the notion of Interactional justice theories, namely Adams' (1963, 1965) equity theory, self-interest model, group value model, and Folger, Konovsky and Cropanano's (1992) due process appraisal system. These theories mostly focus on fairness about the interaction between managers and employees in pay distribution system, but the notion of fairness has been presented in different terminologies and treatments.

For example, Adams' (1963 and 1965) equity theory highlights that interaction between output (e.g., pay level) and input (e.g., effort) ratio as equitable or inequitable may cause employees' perceptions of fairness or unfairness. The self-interest model suggest six justice rules in making decisions: perform decisions based on accurate information, apply consistent allocation procedures, do correct decisions, suppress bias, practice moral and ethical standards in decision-making and ensure allocation process meet recipients' expectation and needs. A number of authors have considered the relationship between job satisfactions and performance-related pay.

The use of performance pay schemes by employers has been shown to increase staffs' productivity, effort and earnings (Lazear 2000). Surprisingly studies indicated that performance-related pay may reduce job satisfaction with the proposed reason of, first, performance pay may not be successful as evaluations may be overly subjective, or objective measures of performance may be poorly tied to actual firm profit.

Secondly, Gibbons (1987) formalized the traditional union fear that 'ratcheting' would lower rewards and incentives after staffs responded with additional effort. Thirdly, staffs may suffer reduced satisfaction from the increased earnings risk associated with performance pay schemes that may not be fully built into compensating wage demands. Next, greater pay dispersion typically results from individual performance pay schemes, as Kennedy (1995) shows that such schemes reduce the morale of the least productive staffs and reduce their effort (productivity). Lastly, Frey and Jegen (2001) review the literature and show that extrinsic incentives such as performance pay can encourage intrinsic motivation to do a good job. Understanding the net influence of performance pay on job satisfaction remains important, as job satisfaction has been shown to be closely correlated both with worker effort and with the intention to quit (Clark 2001). It is found that while the predicted job satisfaction of staffs receiving performance pay is lower on average compared to those on other pay schemes, performance pay, however, exerts a positive effect on the mean job satisfaction of (very) high-paid staffs. A potential explanation for this pattern could be that for lower-paid employees performance pay

is perceived to be controlling, whereas higher-paid staffs derive a utility benefit from what they view as supportive reward schemes.

A good employee relation involves providing a fair and consistent treatment to all employees so that they will be committed to the organization. Companies with good employee relations are likely to have human resource strategy that places a high value on employees as stakeholders in the business. Employees who are treated as stakeholders have certain rights within the organization and can expect treated with dignity and respect. Effective employee relations required cooperation between managers and employee relation representatives to jointly comply with the employee relation policy, which is a policy designed to communicate management's thinking and practices concerning employee related matters and prevent problems in the workplace from becoming more serious. Employee relations representative may refer to a member of the human resource department who ensures that company policies are followed and consults with both supervisors and employees on specific employee relation problems, such as disciplinary management, grievances procedures, employee separation and retention program.

Many organizations have found that the key to a good employee relations program is a communication channel that gives employee access to important information and an opportunity to express their ideas and feelings. Effective communication can create employee job satisfaction by simply ask employees how they feel and this principle can be applied to one-on-one relationships to build trust and to foster personal relationships with one's employees. It can also apply to organizations through the use of well-designed communications tools and techniques.

The key in any communication is to remain consistent, regular employee communications, and honestly respond to what one hears from employees (Bates, 2004). Communication also means that employees receive regular feedback about how well they are doing that management needs to demonstrably value employee feedback where employees are listened to without fear of reprisal. Good employee communication will help employee to understand their role and hence contribute to the organization success.

The importance of employee communication in any organization has been proven when the CIPD survey reported that the two most important drivers of employee engagement are having opportunities to feed upwards and well-informed about what is happening in the organization. When supervisors are familiar with employment policies and employees are aware of their rights, there is less opportunity for misunderstandings and employee tends to be more satisfied. Therefore, it is very clear that job satisfaction rely on employees' clear understanding of what is happening in the organization (being informed). Employees should be kept well informed about the changes that affect their work groups so that they aren't confused or surprised when those changes are introduced. Besides that, when organizations provide a clear sense of direction and keep employees well informed, employees are able to make the best use of their time, resources and budgets. Therefore, don't get off track when setting priorities or "spin their wheels" when taking action. This will definitely enhance the level of job satisfaction.

On the other hand, it is also proposed that the concept of organization justice within the employee relations have positive influences on staffs behaviour, which in turn

positively affect job satisfaction. This was proven with a research, whereby a study shows that casino employees' ethical behaviour was positively influenced by both procedural and distributive justice, with the later had the most strongly positive effect on job satisfaction. There are three types of organizational justice: distributive, procedural, and interactional. Interactional justice refers to the fairness of managers' treatment of employees regarding organizational justice practices (Greenberg, 1987; Niehoff and Moorman, 1993). Perceived interactional justice depends on employees' reaction to the manner in which their direct supervisors carry out formal procedures (Greenberg, 1987). Distributive justice refers to the "perceived fairness of organizational outcomes" (Cohen Charash and Spector, 2001, p. 280); it evaluates employees' perceptions of whether or not outcomes are equitably distributed or comparable with their inputs. Examples of particular outcomes can be related to disciplinary actions and employee separation programs. Procedural justice refers to the fairness of the formal procedures of organizational decision making and how these are processed, such as the explanation of the procedures and the associated interpersonal treatment (Greenberg, 1990b; Niehoff and Moorman, 1993; Gilliland, 1994). It has been found that employees perceive that there has been procedural justice when supervisors provide adequate explanations for their decisions (Greenberg, 1994). Further to this, Leventhal (1980) sets out six essential rules for a fair procedure such as consistency and the objectivity of decision makers.

Employees' perceptions of fairness in organizations" significantly influences their behavior (Trevino and Weaver, 2001, p. 651). How employees perceive the overall fairness and justice of the organization determines their decisions about their

relationships with it. Referring to the equity theory (Adams, 1963; Austin and Walster, 1974), employees will modify the quality or quantity of their work to restore justice. When employees perceive justice in the organization, they are less likely to opportunities to balance things out by increasing their own benefits at the company's expense (Trevino and Weaver, 2001). Additionally, when employees are treated fairly, they are "more willing to subordinate their own short-term individual interests to the interests of a group or organization" (Lind and Tyler, 1988, p. 191). Furthermore, in return for organizational justice, employees tend to behave more ethically so as to conform to the company's expectations. They are also motivated to be good organizational citizens and display helpful behaviour. There is less unethical behaviour among employees when they perceive there is organizational justice (Trevino and Weaver, 2001).

On the other hand, when employees perceive unfairness in the organization, they tend to have negative attitudes toward the company thus will act against it or even hurt it (Cohen-Charash and Spector, 2001). Example, organization interventions effort such as downsizing may leave the survivors go through a broad and complex set of emotions after a lay-off, such as whether it was legitimate, procedures used to define such decision rules were fair and if those lay-off were compensated by the organization. When survivors feel that the actions were performed in an unjust manner, they are likely to distance themselves from the organization and may exhibit a wide variety of psychological and behaviour reactions that are dysfunctional to the organizations, such as reduced work performance or lower commitment to the organization.

In addition, mental and physical exhaustion may be another side effect as survivors have to take on new, unfamiliar jobs left by those redundant, which could be far more work than they used to. Equity Theory (Adams, 1965) has been used to evaluate the effect of employee perception about the fairness of management decision related to downsizing processes. For example, survivor's reactions are likely to be affected by their level of acceptance of the need to downsize, lack of an alternative course of action, selection criteria and the way in which the leavers are treated during their period of notice and offered support to find alternative employment (Brockner, 1988, 1992). Perception of fairness or equity about management decisions related to these aspects may help to reduce incidence of negative reactions, perceptions of unfairness may lead to positive inequity, where particular survivors feel that those made retrenched had a greater claim to be retained than themselves, or negative inequity where, for example, survivors identified closely with those made redundant.

Theory concluded positive inequity may lead to survivors experiencing guilt with the result that they work harder, whereas negative inequity may lead to affected survivors reducing their level of organizational commitment and working less hard (e.g. Brockner, 1988, Brockner *et al.*, 1985). Apart from the Equity Theory, researchers found that survivors were also suffered from "Survivor Syndrome" – the mixed bag of behaviours and emotions exhibited by employees remaining after redundancies in their organization (Doherty *et al.* 1995). It has been suggested that survivors' attitudes to redundancies may include disbelief, guilt, betrayal, anger, animosity, loss of motivation, lower morale, mistrust, uncertainty, insecurity and lower commitment

to the organizations. Hence, the behaviour reactions of survivors might include becoming more cautious and less willing to take risk or exercise discretion (Rice and Dreilinger, 1991), increase absenteeism, key actors seeking to leave and greater turnover in general, reduced work performance, lower productivity (Brockner *et al.*, 1987) and eventually affect the job satisfaction.

Robbins (1999) used the term “survivor sickness” to explain the effects of downsizing exercises and lay-off on survivors by describing the psychological factors, attitudes and behaviour related to self-esteem, inequity and fairness, equity and effort, anger frustration and insecurity. The critical nature of recognizing survivor reactions is also made clear by Kozlowski *et al.* (1993), suggested survivor reactions of fear, rigidity, loss of commitment, loss of motivation and failure to innovate may occur at the very time when the organization is most in need of employee support. Similarly, a study assessed the impact of redundancy on the remaining workforce and stressing that it can have a negative impact on performance and morale with possible effect included widespread defensive behaviour and a hyperactive grapevine. In explaining the survivor reaction through job insecurity model, Greenhalgh and Rosenblatt’s (1984) illustrated how the survivor psychological state may manifest itself in terms of negative behavior, such as lower work effort, intention to leave and resistance to change. It is clear that organizational justice is a basic requirement for job satisfaction (Greenberg, 1990).

Employees might retaliate against unfairness with counterproductive behaviour and withdrawal to redress the perceived injustice. Employees tend to behave unethically when they perceive that the company is treating them unfairly (Trevino and Weaver,

2001; Cohen-Charash and Spector, 2001). According to Greenberg (1990b), whether or not employees are satisfied with the company's system is determined by their perception of procedural justice, and whether or not they are satisfied with the outcome decided on by the company is determined by distributive justice. Previous studies show there is a positive relationship between organizational justice and job satisfaction. A high level of perceived justice leads to job satisfaction. Thus, it is proposed that there is a positive and direct relationship between distributive justice, procedural justice, and ethical behaviour, which will ultimately influence the job satisfaction.

The above literature review indicated that industrial relations play an important role in establishing and maintaining industrial democracy. Better industrial relations can create the appropriate working environment for all employees that ultimately influence job satisfactions.

2.9 Safety and Health and Job Satisfaction

The purpose of safety and health management is to identify hazards risks and minimize those risks to the employees, environment and the public. The principle here is to help identifying best practices and implementing continuous improvement. Essentially, increasing safe behaviours and decreasing at-risk behaviours through different parts of production system is a target of safety and health management. With respect to safety and health management, managers often attempt to ensure health and safety training and investigate all incidents to determine their root causes so that effective corrective actions are executed. In addition, it also manages

change, including new manufacturing processes, products and acquisitions by identifying and minimizing the risks resulting from the change, with the purpose of making appropriate decisions for improvement, measuring accurately health and safety performance has a significant role (Azadeh *et al.*, 2008).

Safety and health management is committed to providing its employees with good and safe conditions of work. This means having in place effective management arrangements that ensure the well being of staff and to minimize the adverse impacts, losses to individuals and industry from ill health and injury. Workplaces with active, visible safety leadership are often rated as better places to work and have more satisfied, productive employees who are less likely to change jobs (OSHA, 2002)

Occupational safety, an element in safety and health management, referring to the common systematic and scientific researchers conducted in the offices in order to avoid the conditions stemming from several reasons and likely to have harm on health during the carrying out of the work. Occupational safety is a series of the actions performed with a view to refrain the employees from the occupational accidents and diseases. Health, in general, is a larger term than the security. What is meant by occupational health might be not to be disposed of occupational diseases, to avoid from fatigue during working, to avoid anti-aging and to ensure a qualitative living level. In other words, it is aimed to make sure that the employees are healthy and completely well-being. Occupational health and safety risk factors can have direct or indirect effects on levels of organizational commitment, job satisfaction, and the job productivity of staffs.

Kilic and Selvi (2009), conducted such a study to investigate the effects of physical, biological, chemical and socio-psychological risk factors, related to occupational safety and health, encountered in hotel enterprises on job satisfaction. The results of the study indicated that the physical, chemical, socio-psychological and biological factors have a considerable effect on the job satisfaction with the most important factors on the job satisfaction are the biological and chemical risk factors. It is expected that as long as the risk level on the occupational health and security increase the satisfaction level of the employees will accordingly decrease. There were lot of studies investigated job satisfaction, in due to the knowledge of authors and previous studies but there is a lack of investigating job satisfaction in due to safety and health, such as ergonomics factors. Ergonomics is the science of designing the job, equipment, and workplace to fit the worker and cause a balance between worker characteristics and task requirements. Proper ergonomic design is necessary to prevent repetitive strain injuries, which can increase over time and can lead to long-term problems.

This will increase worker productivity, create improved worker safety (physical and mental) and job satisfaction. Effective applications of ergonomics in working conditions also devoted potentially affect job performance. A vast number of published studies have suggested a link between job satisfaction levels and health. In a systematic meta-analysis review conducted by Faragher *et al.*, (2003), the researcher found that job satisfaction level is an important factor influencing the health of staffs. Hence, the researcher suggested organizations should include the development of stress management policies to identify and eradicate work practices

