

Human Resource Practices and its impact on Employee Job Satisfaction

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Abstract - Today the human resource (HR) practices are changing more rapidly than we can imagine contributes in the creation better organizational climate, culture and environment generates enormous growth opportunities, proper distribution of work, reward and pleasant relationship. In the past research studies identifies the relationship between various constructs of human resource practices and job performance, however little attention have been given on the relationship between HR practices and job satisfaction. Therefore, the main aim of this study is to examine the relationship between HR practices and job satisfaction of employees. Study contributes in literature by their findings and help top managements to improve their HR practices to enhance the employee performance that leads to job satisfaction. Furthermore, the understanding in developing the association between human resource practices and job satisfaction outcomes could be helpful in the development of enhanced HR practices to ensure high achievements of staffs' performance and organizational growth in this competitive scenario.

Keywords: Human resource practices, Job satisfaction, Employee performance.

I. INTRODUCTION

According to Spector (1997) satisfaction is a self-motivated experience and an individual's attitude and behaviors which appraise his/her role at work place. There are various forces that influence satisfaction in diverse conditions and situations. HR practices are considered to be the determinant of employee job satisfaction or dissatisfaction with their work in any organization (Anghelache, 2015; Platania et al., 2015). It is suggested that the low level of job satisfaction may be reflected by the employee in the form of reduced constancy, less responsibility, regulation, inferior command, and lack of personnel interest and so on. Therefore, the way people feel about their workplaces creates a degree to which the employee like or dislike their workplaces. Researchers Perelygina (2013) and Platania et al. (2015) describe the key component of job satisfaction is as "burnout experience level" and suggested that the employee's inability to function effectively in the existing working atmosphere. It is a condition which includes: emotional fatigue, reification, and diminished personal success (Sarker et al. 2003). Hence, burnout becomes the adverse effect of long exposure of the stressed work environment (Platis et al., 2015; Perelygina et al., 2013).

Today the organizations are using selective HR practices and several programs in order to meet the rising technical and business demands in the market (Lee, 2010). The employees are equipped with powerful knowledge and skills in order to be effective in this competitive market place and to satisfy their job performance (Lambat, 2007). There are various factors which affect a person's job

satisfaction level, related with working environment, compensation and benefits, conditions and nature of job and leadership style (Anghelache, 2014). All these are identifies as an important factor for employee better life, improves the standard of living and to meet the demand of an organization in this fast changing organizational environment (Sarker et al., 2003; Lee, 2010). Studies shows that the human resource management (HRM) department of any organization handles the problem of job satisfaction through Job design, job enrichment, job rotation and job enlargement (Farooqui et al. 2014; Akdol et al., 2015). However, the job satisfaction is also influenced by management style, organization culture and sovereignty to work (Akdol et al., 2015; Lambat, 2007; Cai and Lin, 2006).

Therefore, the job satisfaction is still an area of interest for the employees and for the organizations that satisfied personnel in a more productive ways and may be associated with organization for longer period of time (Neog et al., 2014). The employees are considered as the assets of the organization whereas discontented employees are less productive and more prone to relinquish (Sarker et al., 2003; Ishak et al., 2009; Shahzad et al., 2008). Most of the corporate work environment is passing through major changes today. The developing economies, advanced technology, globalization are frequently presenting new challenges generating new prospects for employees and organization (Shrivastava et al., 2009; Mateescu et al., 2015). Job for any personal is not only the source of income but also a part of their life to maintain their standards in the society (Sharma et al., 2009; Shahzad et al., 2008; Vlachos,

2009). Based on previous literature reviews there is a relationship between relationship between various constructs of human resource practices and job performance (Hajdukova et al., 2015). So, it is important to understand the relationship between HR practices and job satisfaction. Therefore, the main aim of this study is to examine the relationship between HR practices and job satisfaction of an employee.

II. LITERATURE REVIEW

According to Cappelli and Huang, 2008 the HR practices enhance internal competencies of an organization and make it efficient to face current or future confronts. Due to globalization the organization faces intense competitive environment for business (Vlachos, 2009; Ghebrejorgis and Karsten, 2009; Hagen et al., 2009) and the impact of such pressure businesses is dependent on the ability to get better future. Therefore, organizations have to focus on the innovative and unique HR practices to endure and flourish in this extremely competitive business environment. Effective HR practices ensure high level of employee performances resulting in increased achievement and career development. According to Jacques et al. (1999) job satisfaction is directly related to the pay rewards, job characteristics and freedom. On the other hand compensation and benefits received in return as a part of HR practices enhance the satisfaction for the organization in employee (Hui et al. 2004). (1954) need hierarchy theory of motivation increases employee satisfaction explored by many other researchers from the perception of need achievement (Kuhlen, 1963; Worf, 1970; Conrad et al., 1985). Thus, we can say that good HR practices are a key drive of employee performance in the organizations. Present research study pays special attention towards the four most important of HR practice on employee job satisfaction, such as selective hiring, training and development, compensation and employment security.

Selective Hiring

It is the process to selects right people with required skills, characteristics and knowledge for right vacancy to satisfy the university's culture and climate (Vlachos, 2009). In simple means hiring most suitable candidate for the particular job and satisfy their needs (Hagen et al., 2009; Aslam and Rasheed, 2010; Lewis, 2003; Mess, 2004). Most of the companies attract, retain and train their qualified and intelligent employees for increasing their profit in terms of money and image in this competitive market (McGill et al., 2007; Villar and Alegre, 2007; Johansson et al., 2007). Selective hiring process enables companies to select right qualified candidate in term of qualification (Alan and William, 2004; Cappelli and Huang, 2008) and also in terms of experiences and performance (Adelabu, 2010; Sukti, 2010). It is suggested that the recruitment, selection, carrier growth, working conditions have a positive impact on job satisfaction in the companies (Kuhlen, 1963; Worf,

1970; Conrad et al., 1985). Researcher Vlachos, 2009 suggested that the values perceived by the employee will affect the performance of the organization and based on their performance the organization prepares their training program ((8); Pfeffer, 2007; Mondey, 2010).

Parallel to this the Ghebrejorgis and Karsten, 2009 says that the management strongly understands the capability needed and continuation assesses the performance of newly joined employee to enhance their job satisfaction (Hui et al. 2004). Organization always place their staff in the right place to direct the customer in right direction and also help newly hired employee to perform their work more efficiently and effectively (Marchington and Wilkinson, 2010; Anderse'n, 2010; Shahzad et al., 2008). Skill shortage may lead to insufficient in attracting potential applicant to fit in the vacancy whereas recruiting on pool potential applicant is suggested (Marchington and Wilkinson, 2010; Nadarajah et al., 2012)).

Employment Security

According to Sukti, 2010 the term employment security may be defined as employees not having to deal with toxic worry about losing their employment. It is suggested that when the employees feel their jobs are secure, they have time to focus on the task given by the organizations and complete it within the time period given to them effectively (Marchington and Wilkinson, 2010; Anderse'n, 2010; Shahzad et al., 2008). On the other hand if the employees do not feel secure, they cannot efficiently perform their job which increase their tension and reduce their performances (Ghebrejorgis and Karsten, 2009; Pfeffer, 2007; Mondey, 2010). Researcher Herzberg (1966) described that the employee job satisfaction mainly through the extrinsic factors (job security) which direct them for their future performances. This extrinsic factor of job satisfaction has been identified by some other researchers also (Hackman et al, 1971; Kalleberg, 1977; Austin et al, 1983; Olsen, 1993; Hagedorn, 1994). Spector (1997) also emphasized the above factor and shows that it becomes less admired with increasing prominence on cognitive practices rather than on underlying needs. Employee security maintains commitment among employees and creates a climate of confidence on the company's workforce. Employees feel secured if their organizations do not have a record of laying workers off (Mondey, 2010).

In contrast, employees may feel more social unrest or fear if their organization reduces workforce periodically (Sukti, 2010; Pfeffer, 2007). Mondey, 2010 suggested that the job security is the security of being employed in a job, or occupation that justifies a worker's qualifications and skills. Similarly, it is also important that the organizations also need to be aware of the value of experienced employees (Aslam and Rasheed, 2010; McGill et al., 2007; Johansson et al., 2007) even to consider and plan for the less obvious effects on the future of the organization. Compulsory layoff

and downsizing undermine employment security. Thus, the best employment security may be an excellent performance review evaluation ((23)) where employees can protect their jobs in economic downturn by striving for a top rated job performance review (Eton, 1984). Even though there are no guarantees that a high performance rating will protect the valuable employees' job but major organizations are more likely to retain their highly rated employees (Johnson, 2000; Paul and Anantharaman, 2003) because most would agree that earning excellent performance review ratings makes sense, especially in economic downturn (Williams, 2008; Mess, 2004; O'Leary et al., 2002).

Training and Development

Training and development is defined as the heart of a continuous effort designed to improve the employee competency and organizational performance (Lee, 2010; Lambat, 2007; Mondey, 2010). Organizations always trained their employees with updated knowledge and skills and using their creativity to understand and improve their performance in the organization (Sukti, 2010; Pfeffer, 2007; Williams, 2008). The benefits of training and development include improved morale, employee satisfaction, lower turnover, higher retention and improved hiring (Bubb and Earley, 2009; Lewis, 2003; McGill et al., 2007). All these benefits enhance job satisfaction in the employees, increase commitment and motivation (Villar and Alegre, 2007; Aslam and Rasheed, 2010), thus improve the overall competence and performance of an employee (Johansson et al., 2007; Alan and William, 2004). According to (Cappelli and Huang, 2008) high level of job performance shown by the academic staff may be affected by the training that they attend within the organization (Adelabu, 2010). The training may assist to improve their teaching skills and to facilitate administrative skills that could directly influence to increase their performance from time to time ((Nadarajah et al., 2012)).

Researcher Nadarajah et al. (2012) identifies some major factors that affect Training and development such as top management support where they provide necessary resources so that it can be successful in implementing the training and development for the employees (Johansson et al., 2007; Alan and William, 2004); Mondey, 2010). Similarly the top management can support by providing funds and tools when the training and development programme occur. Today the technologies are changing rapidly and most of the companies using technology to execute their activities through computer, Internet and e-mail to connect with each other easily (Alan and William, 2004; Bubb and Earley, 2009); Lewis, 2003). The complexity of work can affect the companies to change in the organization structure or strategies in order to continue to survive in the environment (Ghebreorgis and Karsten, 2009; Hagen et al., 2009). Therefore, they may need the training and development program to improve their skills,

perform task and achieve the new strategy (Ishak et al., 2009; Shahzad et al., 2008); Lambat, 2007).

Compensation

According to Nadarajah et al. (2012) Compensation refers to total amount of both the financial and the nonfinancial rewards that companies give employees in return for work performed (Mondey, 2010; Williams, 2008). Compensation can be explained in broad terms others than wage or salary. It can be consisted of commissions, fringe benefits, bonuses, reimbursements, and expense allowances ((7); (8)). Compensation and benefits are the most basic elements that affect employee performance as well as overall organization performance (Ishak et al., 2009). Compensation is a reward or an incentives of pay that can stimulate individuals to join, retain and perform well in the long run (Cai and Lin, 2006; Shahzad et al., 2008; Hagen et al., 2009). In most of the cases the performance of the employees towards their work are shaped by some major concerns and some other benefits such as allowances, bonuses, salaries, and promotion within the organizations. Compensation was chosen as one of the independent variables that will influence staffs' performance (Nadarajah et al., 2012) in this research because individual always views monetary and non-monetary rewards as their motivator for performance improvement (Nadarajah et al., 2012).

Thus, most of the employees are more concerned with the late payment of salaries ((23); Eton, 1984; Adelabu, 2010). Sometimes the compensation benefits also improve the performance and quality of the employee, which can also be evaluated by the organizations (Mondey, 2010; Pfeffer, 2007; Johansson et al., 2007). Therefore, it is important for an employer to make a decision on how employees are being paid because this can attract capable employees or reduce motivation of existing employees (Williams, 2008; Villar and Alegre, 2007; Paul and Anantharaman, 2003). Thus, we can say that the compensation plays an important role in retaining and attracting employees especially the experienced employee to perform well in their task (Nadarajah et al., 2012). This is important as they can be the trainer and mentor for the new employees and their performance motivate other in the organization and enhance their job satisfaction (Alan and William, 2004; Bubb and Earley, 2009); Lewis, 2003).

Promotion and Career Development

According to Kesari and Soni (2017) promotion can be reciprocated as a considerable attainment in the life. The opportunity for promotion and career development establishes the degree of job satisfaction to the employee (Ryan et al., 1996). It delivers more pay along with the career development in terms of more authority, responsibility, status, and independence. Some of the major points come under the class of promotion and career

development such as equal opportunity of growth without gender discrimination, training programs, endorsement and use skills and abilities opportunities Kesari and Soni (2017). Researcher Shahzad et al., 2008 defines career is the combination and sequence of roles played by a person during the course of a lifetime (Shahzad et al., 2008; Shahzad et al., 2008). Career also concerned with people's futures and what are the skills they want to develop, achieve at work and as a person as well as their future employability in a rapidly changing market (Alan and William, 2004; Bubb and Earley, 2009); Lewis, 2003). Today organizations are expanding their resources in support of individual career needs and understand the implications (Williams, 2008; Villar and Alegre, 2007; Paul and Anantharaman, 2003) of career management activities and their impact on employee behavior and attitudes to develop their employee's career.

A career is a life-long process which includes the variety of work roles throughout lifetime (Villar and Alegre, 2007). Career development is formal approach used by the organization to ensure that people with the proper qualifications and experiences are available when needed (Pfeffer, 2007; Cai and Lin, 2006; Ghebregiorgis and Karsten, 2009). In other words, career development is the process of skills and knowledge, including job mastery and professional development, coupled with career planning activities (Eton, 1984; Lambat, 2007). It is suggested that the career development is a major tool for attracting, motivating and retaining good quality employees (Anderse'n, 2010; Shahzad et al., 2008). It is found that providing career opportunities is one of key practices which influence organizational performance and job satisfaction. It increases employee motivation and productivity, helps to attract top staff and retain valued employees (Cai and Lin, 2006; Shahzad et al., 2008; Hagen et al., 2009). Organization always trying to attract and retain their best possible employees by recognizing and responding to the needs of individual employee (Cai and Lin, 2006; Shahzad et al., 2008; Hagen et al., 2009). Employees may need encouragement and support in reviewing and re-assessing their goals and activities to be successful in their job performance and job satisfaction (Cappelli and Huang, 2008; Bubb and Earley, 2009; Sukti, 2010).

Job Satisfaction

According to Robbins (2003) job satisfaction means what are the feelings of different employees about the different dimensions of their jobs. The level of satisfaction and dissatisfaction is another aspect which is related to employee job satisfaction (Spector, 1997). Job satisfaction is the encouraging or discouraging situation with which an employee views his/ her work. It is mostly affected by the work environment. Job design is the biggest contributor of job satisfaction; jobs which are rich in the affirmative behavioural elements such as task identity, task

significance, and autonomy contribute an employee's satisfaction (Kaliski; 2007). Employee satisfaction is significantly improved by democratic and supportive style of leadership because the managers with autocratic leadership style endorse respect, friendship, and kindness relationship with the employees (Griffin, 1999). On the other hand the authoritarian and dictatorial leadership style conveys low level of employee satisfaction (Harter et al.; 2002).

Job satisfaction may be the general behavior emerged due to different happenings at the work place; it may be supervisor's behavior, relationship with peers or the work environment (Janet, 1987). Various factors such as an employee needs and desires, social relationships, job design, compensation, developmental opportunities and aspects of work-life balance are considered to be some of the key factors of job satisfaction (Byars & Rue, 1997; Moorhead & 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 behavior, and low medical costs. Some basic points come under the class of job satisfaction such as job design, task identity, quantity of task, responsibility, empowerment, difficult level of task and recognition.

Discussion on the relationship between HR practices and Job Satisfaction

Research studies investigate the relationship between HR practices and job satisfaction of the employees and shows positive relationships (Shahzad et al., 2008; Vlachos, 2009; Ishak et al., 2009). The HR practices leads to assignment and well accomplishment of task by the employees enhance the performance of employee and generate satisfaction in them (Bubb and Earley, 2009; Hagen et al., 2009). It will also add to the value of employment security of the staff and positively related with job satisfaction (Alan and William, 2004). Research studies show (Villar and Alegre, 2007; Johansson et al., 2007; Adelabu, 2010) that the organizations are trying to acquire qualified and experienced employee that have a good background of qualification and experienced for the position applied (Sukti, 2010; Mess, 2004). Thus, when the organization trying to hire suitable employee with good compensation package, which directly affect individual performance and their job satisfaction (Hagen et al., 2009; Ishak et al., 2009; Lewis, 2003). The main reason for this is to save the cost of organization in terms of providing the training to them and most qualified and experienced employees will assist to improve and increase the performance ((7)). Accordingly, the selective hiring process may help the organization to increase in the values and performance of the employee.

Job security is inversely proportional to the organizational attrition rate. Researcher Kesari and Soni (2017) suggested that the job security mainly depends on the employee's

performance, government policies, success of business, and current economic and political environment (Ostroff; 1992). It has been suggested that for those employees who had planned to stay longer with the organization that they worked for, the employment security is the important factors as it would affect their career development as well (Nadarajah et al., 2012). On the other hand non-employment security such as layoffs and termination may affect to decrease the staff's performance ((36)). Thus, the job of the staff could easily been accomplished well when they feel secure of their employment status as this will boost up their satisfaction. Also, they will perform their job efficiently and become more competence on the task that they are handling (Alan and William, 2004). High level of job performance may be affected by the training that they attend within the organization and assist to improve their skills and knowledge. Therefore, there is a positive relationship between training and performance of the employee. It can be supported by previous researchers (Villar and Alegre, 2007; Johansson et al., 2007; Adelabu, 2010), where the training and development of the employee would advance their skills and also their attitude.

In addition the study of Shahzad et al., 2008 demonstrates that the employee training might be beneficial in the work setting as well as increased their performance (McGill et al., 2007; Johansson et al., 2007). The investment made by the organization towards the training of the employee will eventually increase the motivation, morale and dedication of the staff and would have direct influence to high job performance shown by the employees (Sukti, 2010; Mess, 2004). Parallel to this the job satisfaction of an employee is directly affected by the compensation package that they received while they performing their services in the organization. The compensation benefits have a strong relationship with the employees' outcomes (Shahzad et al., 2008) and the compensation scheme will motivate the employees for doing work hard and show high competencies in order to achieve their targets (Adelabu, 2010; Sukti, 2010; Pfeffer, 2007). Therefore, the compensation also has been said to be the key element that could affect the promotion of the employees, as it involve the monetary and nonmonetary reward scheme (Nadarajah et al., 2012).

Similarly, the employees need career management skills and to be more aware of the need to keep their skills relevant ((11; Lewis, 2003; Alan and William, 2004). For this approach, employees need an opportunity to grow, where the management support can contribute significantly to employee's career development by supporting career development activities within their organization (Villar and Alegre, 2007; Johansson et al., 2007; Adelabu, 2010). Therefore, the management support is important for career development not only for individuals but also for the organizations that employ them.

III. CONCLUSION

Based on the discussed literature reviews regarding the HR practices, it has been concluded that all the HR practices such as selective hiring training, employee security, training and development, compensation and promotion and career development shows differential outcomes from on the employee job satisfaction. This study serves a better understanding towards the employee performance and job satisfaction, where, it suggests that HR practices play an important role. The purpose of this study is to suggest the relationship between HR practices with job satisfaction. All these constructs contribute in job performance and employee job satisfaction of the employee. Thus, the present study concluded that the effective HRM practices have significant impact on the level of satisfaction of employees in an organization. It has been observed that most of the organizations provide minimum level of compensation, training programs includes seminars, quality talks, job rotation so that employees can enrich themselves with requisite art of doing current as well as new jobs as and when they arise. Similarly, the employee's participation needs to be increased by offering job security and selective hiring. In this way the management can consider different views of employees while formulating and devising policies affecting them at large. The proper performance appraisal system is required to assess the work of employees in relation to job satisfaction. Thus, employee satisfaction increases if his performance is being judged on the basis of HR practice.

IV. IMPLICATIONS

The research would give an insight to managerial perspective about the impact and the relationship between HR practices and job performance of the employees. Based on the review, it is vital for the management team to understand about the effect of HR practices towards the staff's performance and how the improvement of it could be done. Employment security would contribute to the decision for the staff to stay longer in the organization. By providing a secure working environment to the staff, it would increase the level of job performance. Moreover, arranging for the training to the staff also will lead to an improvement of the job performance. Sufficient and appropriate training would assist in enhancing their competencies and knowledge while they are performing their tasks. Also, good compensation designed by the organization will directly affect the staff's performance, as compensation offers the rewards to be achieved by them. Consequently, the selective hiring also plays an important role as the selection process done by the management will prepare the organization to have an excellent set of team to work with.

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