

The Impact Of Hrm Practices On Job Satisfaction In Government Agencies

Mohammad Hassan Alhammadi^a, Mohd Yamani Bin Yahya^b

^{a,b}UTHM University, Malaysia

^am61611h@hotmail.com, ^byamani@uthm.edu

Article History: Received: 11 January 2021; Revised: 12 February 2021; Accepted: 27 March 2021; Published online: 28 April 2021

Abstract: HRM practices and employee satisfaction has been a leading area of study in government sector all over the world. The influence of HRM practices on the satisfaction of employees has been in debates by scholars in the past. Accordingly, the aim of this study is to examine the impact of HRM practices on job satisfaction in Federal Authority for Identity and Citizenship (ICA) in UAE. To achieve this aim, quantitative methods was used and survey on selected sample consists of 377 respondents working in ICA. The result of this study revealed that HRM practice has a significant effect on job satisfaction. This result lead to a final conclusion that HRM practices and job satisfaction are fundamental variables to the work of government organizations. Therefore, to achieve success in public workplace, it is essential to focus on the factors that influence HRM practices such as planning, recruitment of new staff, and compensations.

Keywords: Human Resources Management (HRM), Job satisfaction

1. Introduction

The topic of job satisfaction is one of the most debated subject in the literatures of management and organizational context. Most people spend a large part of their lives at work and therefore it is important to look for job satisfaction and its role in personal and professional lives, and that there is a point of view that job satisfaction could lead to increased productivity and the consequent interest for enterprises and workers. But the influence of HRM practices on the satisfaction of employees has been in debates by scholars in the past as well. Many researchers in management have found the meeting and business for many indicators that the importance of job satisfaction lies in its impact on increased productivity and the quality of services and production because the increase job satisfaction leads to increased functionality (Chan et al., 2017) and that the failure to address deficiencies the methods that increase job satisfaction such as HRM could affect negatively on job satisfaction of the workforce (Aksoy et al., 2014).

It is common observation that satisfied employees relate themselves to their work. It means that job becomes their identity so importance should be given to the level of satisfaction at which employees feel contentment of heart (Onukwube, 2012). In view of Krumm et al. (2013) the relationship of job satisfaction with the outcomes is already established. Outcomes of job includes commitment, retention of employees (Lambert, 2001). Improving job satisfaction go beyond individual commitment to higher organization's profit and return on investment. In accordance with government sector, job satisfaction adjusts the behavior of employees in positive direction leading to high performance and profits which is crucial for bringing success in the projects of construction (Onukwube (2012). Several public and private organizations in UAE recognized the importance of HRM practices in achieving high level of satisfaction of the workforce (Abdulla et al., 2011). Therefore, this study is an empirical attempt to examine this assumption.

2. The Objectives of Study

It is evident that HRM practices in several government agencies in UAE are not properly implemented (Alqudah et al., 2014). Job satisfaction is subjected to the influence of internal and external forces, which can affect the physical and mental health of the staff as well as affecting their achievement in the workplace (Suzete et al., 2017). Therefore, the aim of this study is to examine the impact of HRM practices on job satisfaction in Federal Authority for Identity and Citizenship (ICA) in UAE. Through the quantitative analysis and survey, the author provides empirical evidences that HRM practices and job satisfaction are correlated to each other.

3. Methodology and Population

This study applies quantitative methodology to examine the relationship between HRM practise and job satisfaction. Therefore, this study used a causal and correlation research methodology in an attempt to investigate the research hypothesis. The population comprises of workers employed by in Federal Authority for Identity and Citizenship (ICA). Those employees were employed into the various departments of this organization. The employees and staff positions range from department all level and the system from the human resources departments (Raju, 2021). Random sampling has been used to collect the data in the survey inside ICA. The number of respondents in the study sample equal 377.

4. Job satisfaction

Job satisfaction is “a positive or pleasing emotional state resulting from the evaluation of a person’s job” (Locke, 1976, p.1304). Job satisfaction is the most widely discussed issue in the field of organizational behaviour (Belias & Koustelios, 2014). The idea of jobs satisfaction started from the very basic definition that satisfaction is everything that shows elements of joy. Positive employee attitude and harmony shows satisfaction of employee at work place (Jaynob et al., 2018). Job satisfaction is a general attitude of employees either favorable or unfavorable towards their job. Some studies have shown a positive relationship between job satisfaction and job performance (Judge et al., 2001). Therefore, it may be assumed that customer satisfaction hinges on employee satisfaction (Koc, 2006).

Different researchers take job satisfaction as the aggregate of all sentiments toward the job and the passionate attitude that employee have for their work (Al-Haydar & Bin Taleb, 2005). Job satisfaction is the term most widely used and researched in field of management and organization behavior. It is defined as an attitude towards how an employee feels toward the work (Sharma & Mani, 2013).

Job satisfaction is the feeling of emotional attachment the organization. It is considered crucial for motivating employees on long term basis (Chetty & Phung, 2018). It is seen that the committed employees, who are ready to give up themselves for organizations have high level of job satisfaction. Regardless if employees are not satisfied companies have to pay cost in terms of recruitment of new employees (Farokhi et al., 2016). Due to changes in business structure and environment, most of the researches feel inclination towards the aspects of employees’ satisfaction, commitment, and retention in context of the cultural background of various countries.

Job satisfaction is also defined as an overall evaluation of the work for the company. job satisfaction can be viewed as a machine that brings a change in the internal environment in the employee's performance and service quality required in the repair and improvement services to customers. Employee satisfaction is an important thing but never fulfilled at any time and is very difficult to calculate the employee satisfaction (Dorothea, 2015). Job satisfaction in service organizations are very important variable. The employees who are satisfied are employees who are motivated to convey his concern for others and serve the company better (Paul, 2013).

Most of scholars tend to show different importance on sources of satisfaction, which can be classified as either intrinsic or extrinsic. Intrinsic sources depend on the individual characteristics of the person, such as attitudes. Extrinsic sources are situational and depend on the environment, such as workplace climate (Raju & Phung, 2020).

Theories which rely on extrinsic sources are more typically adopted by economist, albeit by reference to a different terminology, whereas intrinsic sources are more commonly associated with other social sciences (Farndale & Truss, 2005). UAE best practices comprise active involvement of employees by team work, rewards management and mentoring. These mentioned practices enhance the satisfaction of employees. Those organizations that have less satisfied employees face high cost in terms of hiring and training of fresh employees. Accordingly, the successful organizations in UAE recognize the importance of HRM practices in achieving high level of satisfaction of labor (Abdulla et al., 2011).

The Brief Index of Affective Job Satisfaction (BIAJS) is a 4-item, overtly affective as opposed to cognitive, measure of overall affective job satisfaction. The BIAJS differs from other job satisfaction measures in being comprehensively validated not just for internal consistency reliability, temporal stability, convergent and criterion-related validities, but also for cross-population invariance by nationality, job level, and job type (Raju, 2021).

Other job satisfaction questionnaires include the Minnesota Satisfaction Questionnaire (MSQ), the Job Satisfaction Survey (JSS), and the Faces Scale (Spector, 2008). The MSQ measures job satisfaction in 20 facets and has a long form with 100 questions (five items from each facet) and a short form with 20 questions (one item from each facet). The JSS is a 36-item questionnaire that measures nine facets of job satisfaction. Finally, the Faces Scale of job satisfaction, one of the first scales used widely, measured overall job satisfaction with just one item, which participants respond to by choosing a face (Baptiste, 2008).

Based on the findings from previous studies and reviewing the factors that contributed to Job Satisfaction. This study will measure Job Satisfaction through three factors namely: (1) Supervision, (2) Salary, (3) Communication as shown in Figure-1.

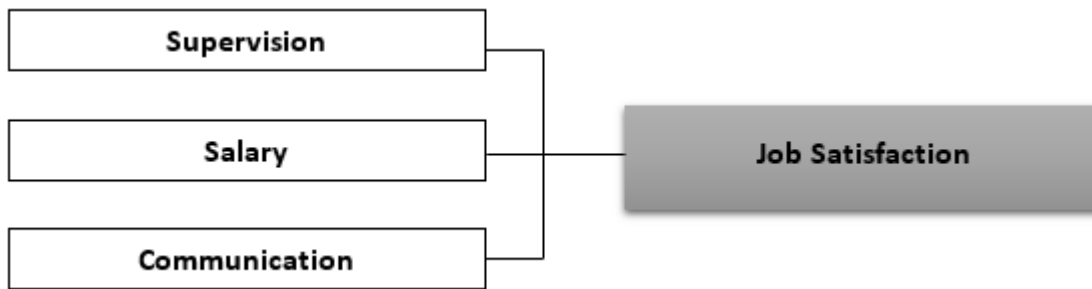


Figure-1: The factors of Job Satisfaction

5. HRM practices

Human Resource Management (HRM) is a philosophy of utilizing the workforces of the organization to optimize their contribution by satisfying both employers and employees. HRM deals with the people dimensions in the organization especially HR planning, job analysis, recruitment and selection, orientation, compensation, performance appraisal, training and development and labor relations (Dessler, 2013). While Senyuçel (2009) sees HRM as a blend of people centered management practices that recognizes employees as assets and geared to creating and maintaining skilled and committed workforces for achieving organizational goals.

HRM practices represent path ways through which employee skills can be upgraded return on investment increases with high market value (Monody & Noe, 2005). Human resource practices serve as the source to achieve organizational goals by shaping the attitude and behavior of employees (Greiner & Cummings, 2009). It is because of best HR practices that organizational commitment can be achieved, their behavior is modified and retention of valuable employees take place at greater pace (Raju, 2021).

HRM practitioners are required to be able to recognize the needs of employees, aligning the needs of employees with company expectations and strive to do the best steps to encourage those needs are met optimally. Moreover, the HRM function and its practitioners should also be able to create a working environment that empowers employees and motivate them to contribute their best to the company (Obeidat et al., 2014).

More and more talented employees can be retained with innovative implementation of HR practices. The employees should be kept fully motivated and satisfied, for this purpose appropriate techniques of job satisfaction are implemented properly by the HR department (Chew, 2004). The study by Murat et al. (2014) shows strong relationship between HRM practices, employee commitment and overall job satisfaction. They found that rewards and benefits (one of the HR practices), leads to employee job satisfaction. In the same way other positive practices like training and development also effects worker commitment and satisfaction level of employees (Chetty & Phung, 2018).

It is evident that every HRM practice focuses on validity of procedures followed among various practices. So if practices are not coherent with each other than companies have to bear high cost in terms of losing valuable/ highly motivated employees. HR practices can lead to motivation of employees and managers can get advantage by properly applying HRM practices for employee motivation

Based on the findings from previous studies and reviewing the factors that contributed to HRM practices. This study will measure HRM practices through three factors namely: (1) Planning, (2) Recruitment (3) Compensations as shown in Figure-2.

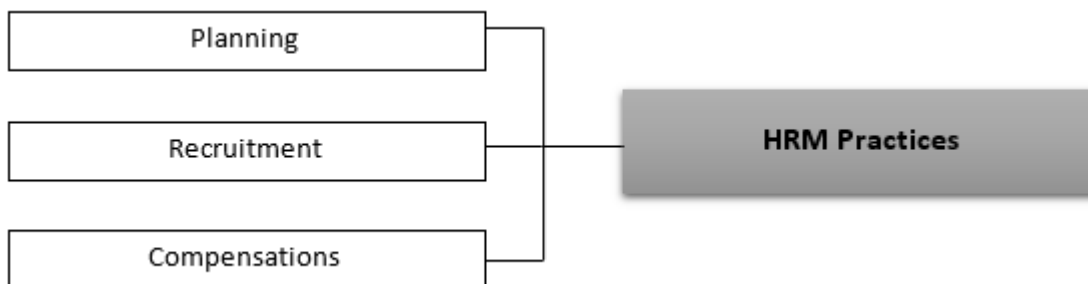


Figure-2: The factors of HRM practices

6. The Relationships between HRM Practices and Job Satisfaction

The literature reveals a significant effect of HRM practices on job satisfaction. A study by Gamage (2014) on HRM practices in SME of Japan was based on the sample study of 144 employees of firms the study shows the existence of relation between recruitment and performance of SMEs. Another result of study was that recruitment (index) had highly significant relation with satisfaction, commitment and employee safety etc.

The study suggested that the managers of SMEs should be focused on preparing of more effective recruitment strategies. Another study conducted by Alnaqabi (2011) confirmed a significant association between HR practices and job satisfaction in public organizations in UAE.

In the same context Mira et al. (2019) investigated the role of the HR practices such as training and development, reward, job analysis, social support, recruitment and selection, employee relationship and empowerment, employee satisfaction into employee performance. While Jaynob et al. (2018) investigate the influence of HRM practices on employees' job satisfaction. To conduct this research, 80 respondents from 20 private commercial banks of Sylhet region of Bangladesh were surveyed conveniently through a structured questionnaire; then the responses were analyzed by conducting a test of hypothesis, correlation and regression analysis using SPSS software. Correlation analysis reveals that HRM practices have a significant relationship with job satisfaction, besides regression analysis shows that the five factors of HRM practices depicted in the model explains about 57.3% of job satisfaction among the bank employees and have a positive influence on their job satisfaction.

It is evident that HR practices of an organization can improve the job satisfaction level of the employees and strengthen their commitment towards their organization. (Martin, 2011) Conducted a study to find out the influence of HRM practices on job satisfaction, organizational commitment and intention to quit. HRM practices included recruitment and hiring, compensation and benefits, training and development, and supervision and evaluation.

Based on literature review and findings of previous studies which revealed a significant relationship between HRM practices and job satisfaction, this study will test the following hypothesis:

HRM practices affect job satisfaction through a causal and statically relationship

In the following, a simple linear regression analysis is done to examine the relationship between HRM practices and job satisfaction. The test of this hypothesis is conducted using three outputs tables: simple linear regression table, ANOVA output table, and regression coefficients).

Table 1: Simple linear regression output between HRM practices and job satisfaction

R	R Square	Adjusted R Square	Std. Error of the Estimate
.573 ^a	.328	.327	.46460

As shown in table 1, the output of regression model summary indicates the degree of variance and association between HRM practice and job satisfaction. It is found correlation coefficient (R) = 0.573, evaluating this value shows a good degree of association between HRM practices and job satisfaction. Moreover, the degree of interpretation $R^2 = 0.328$ shows that 32.80% of the variation in job satisfaction is explained by the impact of independent variable. In other words, the value of job satisfaction is explained 32.80% because of the effect of HRM practices. Thus, the degree of regression is strong between HRM practices and job satisfaction.

The next step is evaluating the data in ANOVA output which reports the degree of regression model fitness with data to examine the relationship between HRM practices and job satisfaction based on significance of association.

Table 2: ANOVA output between HRM practices and job satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Regression	39.595	1	39.595	183.430	.000 ^b
Residual	80.946	375	.216		
Total	120.541	376			

a. Dependent Variable: job satisfaction

b. Predictors: (Constant), HRM Practices

Reading the output in ANOVA table 2 reveals that the significant of correlation between HRM practices and job satisfaction is achieved through a comparison to the value of probability (p) that an association between these two variables does exist and also checking whether this correlation is significant. The output in Table 2 indicates that the association between HRM practices and job satisfaction is significant (Sig.=0.000), thus this study concludes the null hypothesis is no more supported (rejected) so that this study accepts the alternative hypothesis which states the existence of relationships between the two variables. In other words, the regression model predicts the link between HRM practices and job satisfaction very well. Furthermore, the value of F = 183.430, when F must be greater than 1 in order to accept the existence of significant relationships between HRM practices and job satisfaction due to empirical reasons not because of chance or probability. In summary, HRM practices influence job satisfaction in a direct and causal relationship.

The last table is coefficients of regression which is used to evaluate the strength of regression between HRM practices and job satisfaction. Understanding the output of the coefficients table is necessary to provides essential information about the degree of correlation between HRM practices and job satisfaction and how significant this relationship does as show in Table.3.

Table 3: Coefficients of Regression between HRM practices and job satisfaction

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.810	.127		14.279	.000
HRM Practices	.481	.035	.573	13.544	.000

a. Dependent Variable: job satisfaction

To understand the strength of regression between HRM practices and job satisfaction, the following regression equation is evaluated to explain the association between HRM practices and job satisfaction:

$$\text{Job satisfaction} = 1.810 + 0.481 * \text{HRM practices} + 0.127$$

Reading the data in the coefficient output Table.3 indicates the strength and direction of regression relationship between HRM practices and job satisfaction. It is evident that the relationship between HRM practices and job satisfaction is significant and moderate, Sig. = 0.000, and finding the unstandardized coefficient (B) = 0.481 is positive and moderate. Thus, job satisfaction is positively predicted by the change in the magnitude of HRM practices.

The summary after examining the output table of linear regression between HRM practice and job satisfaction indicates a positive and strong link between them. Furthermore, the outcome from simple regression analysis suggest the acceptance of the alternative hypothesis (H1) and rejection of the null hypothesis (H0). In other words, there is a statistical causal relationship between HRM practices and job satisfaction.

7. Conclusions

The review of literature and previous studies shows theoretical and empirical evidences that HRM practices have strong link with job satisfaction. HRM practices serves a strong foundation for organizations on the way of business success and increase the satisfaction of workforce on their work. Importance of employees and individuals running the industry cannot be ignored so that HRM practice focus on individuals inside workplace and enhance their satisfaction towards their organization. HRM practice is influenced by three factors recruitment, career planning, compensations (Raju, 2018). Moreover, job satisfaction is the most widely discussed issue in the field of organizational behaviour. In this study job satisfaction was measured through three factors namely: supervision, salary, and communication. The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. The idea of jobs satisfaction started from the very basic definition that satisfaction is everything that shows elements of enjoyment in the workplace. Positive employee attitude and harmony shows satisfaction of employee at work place is linked to HRM practices. Different researchers take job satisfaction as the aggregate of all sentiments toward the job and the passionate attitude that employee have for their work.

References

1. Abdulla, J., Djebrani, R., & Mellahi, K. (2011). Determinants of job satisfaction in the UAE: A case of the Dubai Police. *Personnel Review*, 40(1), 126-146
2. Aksoy, M., Apak, S., Eren, E., & Korkmaz, M. (2014). Analysis of the effect of organizational learning-based organizational culture on performance, job satisfaction and efficiency: A field study in banking sector. *International Journal of Academic Research*, 6(1), 301- 313
3. Alqudah, Hamzah & Osman, Abdullah & Alquda, Hamzah. (2014). The Effect of Human Resources Management Practices On Employee Performance. *International Journal of Scientific & Technology Research*. 3(2).
4. Baptiste, Nicole. (2008). Tightening the link between employee wellbeing at work and performance: A new dimension for HRM. *Management Decision*. 46. 284-309. 10.1108/00251740810854168.
5. Belias, D., & Koustelios, A. (2014). Organizational culture and job satisfaction: A review. *International Review of Management and Marketing*, 4(2), 132-149.
6. Chan, Tak Jie & Yee, Elizabeth & Wok, Saodah. (2017). Predicting Factors of Job Satisfaction through Organizational Culture: A Case of Malaysian Private Learning Institution. *Jurnal Komunikasi: Malaysian Journal of Communication*. 33. 37-54. 10.17576/JKMJC-2017-3303-03.
7. Chetty, V. R. K., & Phung, S. P. (2018). Economics Behind Education: Elements of Development Outcomes through Political Involvement. *Eurasian Journal of Analytical Chemistry*, 13(6), 146–157. <http://www.eurasianjournals.com/Economics-Behind-Education-Elements-of-Development-Outcomes-through-Political-Involvement,104468,0,2.html>
8. Chew, J. C. L. (2004). The influence of human resource management practices on the retention of core employees of Australian organizations: An empirical study. Unpublished Doctoral Dissertation, Murdoch University.
9. Dessler, G., Human resource management. New Delhi: Prentice Hall of India Private Limited, 2013
10. Dessler, Gary & Al Ariss, Akram. (2012). *Human Resource Management (13th Edition)*. Prentice Hall: UK.
11. Farokhi, A., Bahrami, S., Esfandnia, F., Parvaresh, M., Moradi, S., & Esfandnia, A. (2016). Review the relationship between organizational culture and job satisfaction among staff of Kermanshah Medical Sciences University in 2014. *International Research Journal of Applied and Basic Sciences*, 10(1), 88-9
12. Gamage, Aruna. (2014). J Recruitment and Selection Practices in Manufacturing SMEs in Japan: An analysis of the link with business performance. *Sri Lankan Journal of Human Resource Management*. 1. 49-57.
13. Greiner, L., & Cummings, T. (2009). *Dynamic strategy-making: A real-time approach for the 21st century leader*. San Francisco, CA: Jossey-Bass.
14. Hope-Hailey, V., Farndale, E., and Truss, C. (2005). The HR department's role in organisational performance. *Human Resource Management Journal*, 15 (3), 49–66.
15. Jaynob Sarker, Md. Shamimul Islam, & Md. Mahmudul Islam. (2018). Influence of HRM Practices on Employee Job Satisfaction: Evidence from Private Commercial Banks in Bangladesh. *Global Journal of Management and Business Research: A Administration and Management*, 18(3).
16. Judge, T.A., Thoresen, C.J., Bone, J.E., and Patton, G.K. (2001). The job satisfaction-Job Performance Relationship: A Qualitative and quantitative Review, *Psychological Bulletin*, 127(22), 376-407.
17. Koc, E. (2006). Total Quality Management and Business Excellence in Services: The Implications of All-inclusive Pricing System on Internal and External Customer Satisfaction in the Turkish Tourism
18. Krumm, Stefan & Grube, & Hertel, Guido. (2012). The Munster Work Value Measure. *Journal of Managerial Psychology*. 10.1108/JMP-07-2011-0023.
19. Locke, E. A. (1976). *The handbook of industrial and organizational psychology*. New York: Wiley.
20. Market. Total Quality Management and Business Excellence, 17(7), 857-877
21. Martin, M. J., (2011). Influence of Human Resource Practices on Employee Intention to Quit. Dissertation submitted to the faculty of Virginia Polytechnic Institute and State University.
22. Mira, Mohammed & Choong, Yap & Thim, Chan. (2019). The effect of HRM practices and employees' job satisfaction on employee performance. *Management Science Letters*. 9. 771-786. 10.5267/j.msl.2019.3.011.
23. Monody RW, Noe RM (2005). *Human Resource Management (9th Ed.)*. New Jersey: Pearso
24. Obeidat, Bader & Masa'deh, Ra'Ed & Abdallah, Ayman. (2014). The Relationships among Human Resource Management Practices, Organizational Commitment, and Knowledge Management Processes: A Structural Equation Modeling Approach. *International Journal of Business and Management*. 9. 10.5539/ijbm.v9n3p9.

25. Onukwube, Henry. (2012). Correlates of Job Satisfaction amongst Quantity Surveyors in Consulting Firms in Lagos, Nigeria. *Australasian Journal of Construction Economics and Building*. 12. 10.5130/ajceb.v12i2.2460.
26. Paul, Mukucha. (2013). The Mediation Effects of Perceived Service Quality in The Relationship between Employee Satisfaction and Customer Satisfaction, *Journal of Studies in Accounts and Economics*, 1(3)3, 9-16.
27. Raju, V. (2018). Theory of Lim law: Leadership style. *Eurasian Journal of Analytical Chemistry*, 13(6), 125–136. <https://www.scopus.com/record/display.uri?eid=2-s2.0-85063183042&origin=inward&txGid=1105711c191f9c2731bc7612fdb1ffae>
28. Raju, V. (2021). Implementing Flexible Systems in Doctoral Viva Defense Through Virtual Mechanism. *Global Journal of Flexible Systems Management*, 22(1). <https://doi.org/https://doi.org/10.1007/s40171-021-00264-y>
29. Raju, V., & Phung, S. P. (2020). Economic dimensions of blockchain technology: In the context of extention of cryptocurrencies. *International Journal of Psychosocial Rehabilitation*, 24(2). <https://doi.org/10.37200/IJPR/V24I2/PR200307>
30. Senyucel Z (2009). *Managing Human Resources in the 21st Century*. Available at <http://www.bookboon.com>. Accessed on 23/11/2009
31. Senyucel, Z. (2009). *Managing Human Resources in the 21st Century*. Available at [http://www. Bookboon.com](http://www.Bookboon.com). Accessed on 23/11/2009.
32. Sharma, Eliza and Mani, Mukta. (2013). A Comparative Analysis of Employee Satisfaction in Indian Commercial Banks. *The IUP Journal of Organizational Behavior*, 6(4), 38-61, 2013
33. Spector, P.E. (2008). *Industrial and Organizational Psychology: Research and Practice*. New Jersey: John Wiley & Son