

Human resource management (HRM) practices and employee job satisfaction:

The case of a public corporation in Qatar

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Abstract: The main purpose of this research is to investigate the impact of HRM practices (training and development, and performance management practices) on employee satisfaction in case of a public corporation in Qatar. The research was carried out into the first quarter of 2024. To meet the main and sub objectives of the research, a survey questionnaire was developed and distributed to a simple random sample of (92) employees, who work for a public corporation in Qatar. The total number of the returned surveys was (78) surveys. This means that the response rate was 84%. The data was analyzed by using SPSS. Results of data analysis revealed that.

1. Respondents are highly satisfied with their jobs at the selected Qatari public corporation. 2. Respondents at the selected Qatari public corporation positively perceive HRM practices (training and development, and performance management practices). 3. There is a positive and strong correlation between training and development, and performance management practices, on one hand and employee job satisfaction, on the other hand. 4. The impact of training and development on employee job satisfaction is bigger than the impact of performance management. 5. Training and development practices explain 22% of employee job satisfaction, performance management practices explain 19% of employee job satisfaction. Based on that, it was suggested to: 1. Foster HRM practices to foster employee job satisfaction. 2. Invest heavily in HR, through enhancing training and development practices. 3. Continually review and improve performance appraisal practices to be more effective. 4. Carry out future research to investigate other factors that may drive employee job satisfaction.

Keywords: HRM practices. Job satisfaction. Training and development. Performance management.

أثر ممارسات إدارة الموارد البشرية على الرضا الوظيفي للموظفين: حالة مؤسسة عامة في قطر

أ. بينة حمد المري

الهيئة العامة للتقاعد والتأمينات الاجتماعية | قطر

المستخلص: الهدف العام من هذا البحث هو دراسة تأثير ممارسات إدارة الموارد البشرية (تدريب وتطوير الموظفين، وإدارة الأداء الوظيفي) على رضا الموظفين في حالة مؤسسة عامة في قطر. تم إجراء البحث خلال الربع الأول من عام 2024م. لتحقيق الأهداف الرئيسية والفرعية للبحث، تم تطوير استبانة وتوزيعها على عينة عشوائية بسيطة قوامها (92) موظفاً يعملون في إحدى المؤسسات العامة في دولة قطر. بلغ إجمالي عدد الاستبانات التي تم إرجاعها (78) استبانة، وهذا يعني أن نسبة الاستجابة كانت 84%. وتم تحليل البيانات باستخدام برنامج SPSS. أظهرت نتائج تحليل البيانات أن: 1. هناك مستوى مرتفع من الرضا الوظيفي لدى أفراد عينة الدراسة. 2. الموظفون المشاركون في الدراسة ينظرون بشكل إيجابي إلى ممارسات التدريب والتطوير، وممارسات إدارة الأداء بطريقة إيجابية. 3. هناك علاقة إيجابية وقوية بين ممارسات التدريب والتطوير، وممارسات إدارة الأداء، من جهة والرضا الوظيفي للموظفين، من جهة أخرى. 4. علاقة ممارسات التدريب والتطوير بالرضا الوظيفي، أقوى وأكثر تأثيراً من علاقة إدارة الأداء بالرضا الوظيفي. 5. ممارسات التدريب والتطوير تفسر 22% من الرضا الوظيفي للموظفين، بينما تفسر ممارسات إدارة الأداء 19% من الرضا الوظيفي. وبناء على ذلك، تم اقتراح: 1. تعزيز ممارسات إدارة الموارد البشرية لتعزيز الرضا الوظيفي لدى الموظفين. 2. الاستثمار في الموارد البشرية، من خلال تعزيز ممارسات تدريب وتطوير الموظفين. 3. المراجعة المستمرة لنظام تقييم الأداء، والعمل على تحديثه، والتغلب على المعوقات التي تحد من فاعليته. 4. إجراء أبحاث مستقبلية للتحقيق في العوامل الأخرى التي قد تؤدي إلى الرضا الوظيفي للموظفين. **الكلمات المفتاحية:** ممارسات إدارة الموارد البشرية. الرضا الوظيفي. التدريب والتطوير. إدارة الأداء.

1- Introduction

Organizations seek to record success, keep growing, face completion, and achieve their short and long run objectives. Therefore, organizations develop strategies and set plans to be successful in the dynamic and turbulent environment. Day after day, organizations recognize the fact that their success depends mainly on their valuable assets, human resources. This is because human resources are the key to success in the short and long run. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper (Armstrong, 2015). This justifies the investments the organizations make in their human resources. This also justifies why organizations make continuous efforts to develop their human resource management (HRM) practices. In this regard, managing human resources is very challenging as compared to managing technology or capital. Therefore, effective HRM practices is crucial to create competitive advantage from the human resources (Shaukat, 2015).

It is believed that effective HRM practices lead to better performance and influences both individual and organizational performance (Denisi & Griffin, 2019). Side by side, HRM practices influence human resources attitudes and behaviours. Therefore, hundreds of studies have been taking pace to investigate the relationship between HRM practices and employee behaviours and organizational performance. As organizations seek to develop their HRM practices, they seek to enhance the job satisfaction of their employees. This is because it is believed that satisfied employees are happier, better performance, and more loyal (Robbins, 1999). It was found that employee job satisfaction influences employee commitment, turnover, absenteeism, tardiness, accidents, and grievances. This is because satisfied employees are more committed, and with low degrees of turnover, absenteeism, tardiness, accidents, and grievances (Moorhead & Griffin, 1999). By this way, organizations are keen to explore and identify the drivers of employee job satisfaction. In this regard, huge number of studies investigated the drivers of employee job satisfaction such as rewards, work relationships, supervisor behaviours and style, and many other factors.

Research Problem

Recognizing the importance of HRM practices, and their effects on employee behaviors and attitudes, many studies investigated the correlation between HRM practices and employee job satisfaction. This is because it is believed that it is essential to enhance employee job satisfaction to improve their contributions to organizational performance. Besides, it is believed that effective HRM practices influence employee behaviors and attitudes, including their job satisfaction (Byars & Rue, 1997).

In the light of that, the current research seeks to investigate impact of HRM practices on employee satisfaction in case of a selected public corporation in Qatar. The research question of the research is as following: What is the impact of HRM practices on employee job satisfaction?

Research Objectives

The overall objective of this research is to investigate the impact of HRM practices on employee satisfaction in case of a public corporation in Qatar. By investigating such relationship between HRM practices and employee satisfaction, recommendations could be provided for the management of the selected Qatari corporation to foster HRM practices to enhance employee job satisfaction. This in return could help to enhance employee job satisfaction, and this in return may positively influence individual and organizational performance.

Specifically, the current research seeks investigate the relationship between HRM practices (training and development, and performance management) and employee job satisfaction, and identify whether it is positive or negative relationship, and strong or weak relationship.

Rationale

There are many reasons stand behind carrying this research.

- 1- On one hand, the issue and the topic the topic of HRM practices and its impact on employee behaviours and attitudes is crucial. This is mainly because human resources are the most important assets of an organization. The success/ failure of any organization depends on many factors, but human resources are key factor. (Javed et al, 2022).

- 2- On the other hand, organizations should enhance the satisfaction of their employees because this satisfaction influences employee attitudes, behaviours, and performance. This in return influences organizational performance (Piening et al, 2023).
- 3- Moreover, organizations should enhance employee job satisfaction. This is because of the positive effects of satisfaction, and negative effects of dissatisfaction. In this regard, most organizations strive for employee satisfaction, but not all attain this goal (Bisk,2018).
- 4- Besides, to enhance employee job satisfaction, organizations need to understand the key drivers of satisfaction. In this regard, huge number of studies investigated the drivers of employee job satisfaction such as rewards, work relationships, supervisor behaviours and style, and many other factors (Javed et al, 2022).
- 5- At the same time, although HRM practices and employee satisfaction issue has been investigated in different contexts, still, the issue has been rarely investigated in case of Qatar. Besides, although the relationship between HRM practices and employee satisfaction has been investigated in different sectors and industries but has been rarely investigated in case of public corporations.
- 6- Moreover, the current research seeks to investigate employee perceptions of HRM practices, and their level of job satisfaction. This will be an opportunity for the management of the selected Qatari public corporation to improve HRM practices and enhance level of employee job satisfaction. The current research will help to identify gaps in HRM practices, and issuers of satisfaction or dissatisfaction among employees.

Research Questions

In the light of the research problem and objectives, this research seeks to answer the following five research questions:

- 1- What is the relationship between training and development practices and employee job satisfaction?
- 2- What is the relationship between performance management practices and employee job satisfaction?
- 3- Which practice has the greatest impact on employee job satisfaction: training and development practices, or performance management practices?

2- Literature Review

1. Employee Job Satisfaction

The dependent variable in the current research is employee job satisfaction. Therefore, it is important to start by reviewing the literature related to this variable.

1.1 What is Employee Job Satisfaction?

It may seem that it is easy to define employee job satisfaction, but that it is not. This is mainly because there is no one agreed on definition for employee job satisfaction. This is also because the issue of employee job satisfaction has gained the interest of the management scholars and researchers at an early stage. In 1964, Vroom contributed to define employee job satisfaction by saying that job satisfaction is “an affective orientation on the part of individuals toward work roles that they are presently occupying” (Vroom, 1964). This attempt to define job satisfaction focused on how satisfaction takes place. In simple words, job satisfaction takes place if there is harmony between employee capabilities and job requirement. Not only such harmony is not the only driver of employee job satisfaction, but also definition of Vroom (1964) is not enough to tell what job satisfaction really means.

Locke (1976) argued that job satisfaction is a pleasing or positive emotional state resulting from the evaluation of a person’s job. Such emotional state is due to many factors related to the job such as workload, working conditions, control and supervisor, promotion and development, and work relationships. Based on that, job satisfaction is a state where one’s needs and one’s outcomes match well. In simple words, to gain employee job satisfaction, it is important to make sure that employees’ needs are met, and employees feel that what they receive is fair for what they offer.

Employee job satisfaction was not within the interest of early scholars and researchers; it is also within the interests of current researchers. For example, Davis & Nestrom (1985) defined employee job satisfaction as a combination of positive or negative feelings that employees have towards their work. By this way, satisfaction is about feelings towards work. Such feelings could be

positive, so employees tend to be satisfied, or negative, so employees tend to be dissatisfied. For Kaliski (2020), job satisfaction is an employees' sense of achievement and success on the job. This definition focused on the employee senses of success, so satisfaction takes place in case of success, otherwise, employee tends to be dissatisfied. Such a sense of success takes place in the case of recognition, providing opportunities for job development, high levels of income, and achievement of goals.

Statt (2014) focused on the relationship between rewards and intrinsic motivation. He argued that job satisfaction is the extent to which an employee is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation. Based on that, it is important to make sure that rewards meet and energize intrinsic motivation to gain employee job satisfaction. Armstrong (2015) and George & Jones (2018) defined employee job satisfaction as a matter of attitudes and feelings. For them, job satisfaction refers to the attitude and feelings people have about their work. Such feelings could be positive (job satisfaction) or negative (job dissatisfaction). This definition focuses on the content of the satisfaction, it is about feelings and attitudes. Based on that, there is not only one factor contributed to employee job satisfaction, but there are many. The most important of all to gain employee job satisfaction is to create such positive feelings and attitudes. Mullins (2015) argued that employee job satisfaction is a complex and multifaceted concept that can mean different things to different people. Job satisfaction is more of an attitude, an internal state. It could be, for example, associated with a personal feeling of achievement, either quantitative or qualitative.

1.2 Importance of Employee Job Satisfaction

Although there is no universal accepted definition on what employee job satisfaction really means, still, there is agreement on the importance of job satisfaction and its effects on employee attitudes, behaviors, and performances. Based on that, the effects and impacts of employee job satisfaction have been investigated by many researchers all over the world.

Many researchers, such as Byars & Rue (1997) and Moorhead & Griffin (1999) investigated the impact of employee job satisfaction on employee commitment. They concluded that employee job satisfaction influences not only employee commitment, but also turnover, absenteeism, tardiness, accidents, and grievances. It was found that satisfied employees are more committed, and with low degrees of turnover, absenteeism, tardiness, accidents, and grievances. On the contrary, rates of turnover and absenteeism were high among dissatisfied employees. For Robbins (1999), such a relationship between employee job satisfaction on one hand and employee commitment on the other hand, influences organizational productivity. This is because satisfaction reduces the costs of absenteeism, turnover, and incidences. Side by side, satisfaction improves employee morale and productivity.

Some researchers focused on how satisfaction influences employee attitudes. For example, Syptak et al., (1999) and Robbins (2015) argued that satisfied employees are inclined to be more industrious, inspired, and dedicated to their work. They tend to have positive attitudes towards their work and colleagues. This in return positively influences their productivity. Side by side, satisfied employees have higher motivation and handle their job in a positive way. They will also have a positive attitude and be able to maintain a good relationship in society, including in the working environment.

Robbins (2015) and Ellison (1997) argue that job satisfaction not only influences employee career life, but also personal and social life. They believe that job satisfaction brings positive attitudes to an employee's personal life and contributes to mental health and general life satisfaction. This is because satisfied employees have positive attitudes not only in their work, but also with their family members and relatives. Nadinloyi (2023) argues that job satisfaction affects employee mental health workers, as it improves social relations and reduces depression. This assures that job satisfaction is important for not only organizations and employers, but for employees and their family members.

Regarding the relationship between employee job satisfaction and performance, it was that this issue has been widely investigated in the literature. Overall, it was found that there are three key views regarding this relationship.

1. The first view argues employee job satisfaction causes performance and improves organizational performance. For example, Bakotić (2016) and Chan et al. (2000) found that employee job satisfaction relates directly and significantly to performance, and it is a key driver of organizational performance. They argue that job satisfaction determines organizational performance, rather than organizational performance determining job satisfaction.
2. The second view argues that performance cause satisfaction. In other words, good performance and organizational success enhance employee job satisfaction. For example, Cole & Cole (2005) found that organizational performance causes employee satisfaction.

3. The third view argues that the satisfaction and performance relationship is moderated by other variables such as rewards (Ivancevich & Matteson, 2005).

1.3 Drivers of Employee Job Satisfaction

Recognizing the importance of employee job satisfaction, many studies have investigated the key drivers of satisfaction. Overall, it was found that there is not only one-factor drive satisfaction, but there are many. Side by side, the importance of such factors are not the same for all employees all the time in all cultures. Moreover, such factors generally could be classified as extrinsic and intrinsic factors (Kalleberg, 1997). While extrinsic factors related to physical conditions of the job in the broadest sense, such as physical conditions of the workplace, salary received, colleagues, stability in employment, work hours, organization and management of the organization, intrinsic conditions related to satisfaction in the position and with the nature of the tasks performed by the worker. The main factors of this type are recognition obtained for well done work, possibility for promotion, personal suggestions, possibility to use worker skills, responsibility assigned, etc. (Mudor & Tooksoon, 2021).

Many studies took place to investigate the effects of extrinsic and intrinsic factors on employee job satisfaction, and such studies come with different conclusions. For example, Chuang et al., (2009) explored intrinsic and extrinsic factors influencing the job satisfaction of casino hotel chefs, and concluded that among intrinsic factors, the chefs were most satisfied with the "work itself" and least satisfied with "growth and recognition" they received. Among extrinsic factors, they were most satisfied with "supervision" and least satisfied with "company policy" pertaining to sick leave and paid vacation. Goetz et al, (2022) assessed the level of job satisfaction of German dentists and the factors that are associated with it. They concluded that Dentists were satisfied with 'freedom of working method' and mostly dissatisfied with their 'income'. Both variables are extrinsic factors. Mottaz (2016) investigated the nature and sources of overall work satisfaction in several occupational groups. It was found that intrinsic rewards followed by extrinsic social rewards are powerful determinants of satisfaction across all occupational groups. Extrinsic organizational rewards appear to emerge as an important determinant only in lower-level occupations. Wilson (2015) carried out a study to determine the aspects of the allied health professional's job that contribute most to job satisfaction. It was found that quality of supervision, level of competency to do the job, recognition for doing the job, advancement opportunities, autonomy, and feelings of worthwhile accomplishment, communication and support from the manager, are the key drivers of job satisfaction.

2. HRM Practices

The independent variable in the current research is HRM practices. Therefore, the next paragraphs review the literature related to this variable.

2.1 What is HRM?

As this part of the literature review focuses on HRM practices, it is suitable to make a quick review of what HRM really means. In this regard, it was found that HRM is perceived in different ways and from different perspectives.

Some definitions focused on the activities and functions of HRM (Lado & Wilson, 1994, Buchanan & Huczynski, 2004). For example, Lado & Wilson (1994:32) define HRM as "a set of distinct but interrelated activities, functions, and processes that are directed at attracting, developing, and maintaining (or disposing of) a firm's human resources". This approach to define HRM focuses on listing the key functions of HRM.

Far away from this approach, modern approaches focus on the strategic role of HRM. For Armstrong (2015:14), HRM is "a strategic and coherent approach to the management of an organization's most valued assets - the people working there who individually and collectively contribute to the achievement of the objectives". HRM involves all management decisions and practices that directly affect the people, or human resources, who work for the organization. This brief definition presents the key themes of HRM. On one hand, it shows that HRM role is strategic rather than operational one. In other words, organizations can utilize HRM to serve their strategies and create alignment between their strategies and HRM practices. This means that the current perspective of HRM goes beyond the traditional personnel functions. Side by side, organizations can create competitive advantage through their investment in HR (Datta et al., 2015). On the other hand, HRM is mainly about managing people, the most valued assets in any organization. By this way, successful organizations invest heavily in HRM to create sustainable competitive advantage (Aswathappa, 2018).

Other attempts to define HRM try to balance between the HRM functions and the strategic role of HRM. Delaney & Huselid (1996) define human resource management as a comprehensive approach to managing people and argue that HRM has two objectives: the motivation and development of the employees and the performance and productivity of the organization. This means that HRM underpins the human side of the management and enterprises and employees' relations with their organizations (Osibanjo et al., 2022). It also means that HRM focuses on creating the balance between the interests of both: the organization and the people. Based on that, all HRM policies should be directed to enhance individual and organizational performance. By this way, HRM does not create competitive advantage unless it is managed effectively. Human resources must exhibit high levels of skill and the willingness, motivation, and commitment to exhibit productive behavior that are generated by the human resource practices (Wright et al., 1994). For Beardwell & Claydon (2007), HRM includes both soft and hard variants. While Soft variants focus on the functions of HRM, such as training, development, commitment and participation, hard HRM concentrates mostly on strategy where human resources are used to achieve organizational goals.

2.2 HRM Practices

Practices of HRM are many, and different researchers have listed different HRM practices.

Pfeffer (1994) argues that HRM practices are not few, but many. Therefore, a list of about sixteen HRM practices was developed. The list includes practices of employee security, sharing information, selection, compensation, training, performance management, and team working. The list of Pfeffer (1994) is too long and included some unrelated practices to HRM such as security and debate.

Redman & Matthews (1998) developed a list with few practices, only six practices. The list included practices of recruitment and selection, remuneration systems, team working, training and learning, employee involvement, and performance appraisals. Although the list is short, still, it included questionable practices such as teamwork and employee involvement.

Saxena & Tiwari (2019) developed a list of HRM practices, with six practices. The list included practices of training and development, employer-employee relations, recognition through rewards, culture building, career development, compensation and benefits. Although the list is short, he practices of building culture is questionable. Tangthong (2014) believes that there is no stable HRM practices, as these practices are changing due to the dynamic of HRM. Organizations may add new practices to gain competitive advantage through effective management of human resources. Codrina (2019) identified a list with five key HRM practices. The list included the practices of recruitment, selection and integration, provision management, training and career development, reward management, and evaluation and promotion. Singh (2019) developed a list of seven practices. The list included the practices of HR planning, recruitment, selection, training and development, performance evaluation, career management, and rewards.

Maiké (2014) developed a list of eight HRM practices. The list included practices of autonomy, task composition, training and development, reward, job demand, feedback, job security, and job rotation. Balatbat (2020) identified five HRM practices: recruitment and placement, training and development, performance appraisal, compensation and benefits and employee relations.

3. HRM Practices and Employee Job Satisfaction

Now, it is important to find out the relationship between the two key variables of the current research, HRM practices and employee job satisfaction. In this regard and recognizing the importance and the significance role of HRM practices, many studies investigated the association between HRM practices and employee job satisfaction. Such studies came to different conclusions. Overall, most studies assure that there is positive correlation between HRM practices and employee job satisfaction. It is argued that there are many drivers of employee job satisfaction, but HRM practices is a key driver of satisfaction (KOÇ, 2014). This is because as employees feel that they have opportunities for training and development, and as they find that they are rewarded for their efforts, this positively influences their satisfaction. Besides, as employees feel that their performance is appraised fairly, and their supervisors are keen about their career development, they tend to be satisfied (Schmidt, 2017). In this regard, many studies investigated the relationship between HRM practices and employee job satisfaction in different sectors and industries.

For example, Osibanjo et al., (2022) examined the effect of HRM practices on employees' job satisfaction in the Nigerian banking industry. It was that all practices of HRM related to employee job satisfaction. Therefore, they suggested that for an organization to develop, it must invest more in human capital. KOÇ (2014) explored the role of HRM practices, job satisfaction and

organizational commitment intentions of employees working in Turkish private organizations. It was concluded that there was a positive relationship between HRM practices (recruitment and selection, training and development, compensation and benefits, performance appraisals) and job satisfaction and organizational commitment.

Petrescu & Simmons (2018) investigated how HRM practices influence workers' job satisfaction. It was found that although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens therefore then non-union members might experience reduced job satisfaction. This means that employee job satisfaction is influenced by many factors, and HRM practices are among but not the only factors. There are other factors that influence employee job satisfaction. Jeet (2017) carried a comparative study in India, concluded that employees were more satisfied with training, teamwork and employee participation, and satisfied to small extent with performance appraisal and compensations. The study also revealed that there is no significant difference between the government and private educational institution's faculty scores on all HRM practices. A significant positive correlation has been obtained among the job satisfaction with the dimensions of HRM in both government and private higher educational institution's faculty members.

Some researchers focus on specific HRM practices and their relationship with job satisfaction. For example, Schmidt (2017) investigated the relationship between training and development on one hand and job satisfaction on the other hand. It was found that there was a significant relationship between job training satisfaction and overall job satisfaction. Components of job training, including time spent in training, training methodologies, and content, were determined to be significant in their relationship to job training satisfaction, and trainees were significantly more satisfied with the training they received when the methodology employed was their preferred one. By this way, in order to enhance satisfaction, organizations need not only to provide training opportunities, but also they need to take care of training needs, design, methodologies, and content. Su (2016) investigated the relationship between training and job satisfaction. The study his study reinforced the significance of job training in HRM practices. The employees' satisfaction with job training that would lead to higher job satisfaction and lower intention to leave, was emphasized. Therefore, it becomes important for HRD professionals to consider both the delivery of the training to the employees and the employees' satisfaction with the training approach when designing the training program.

Some researchers investigated the relationship between performance management and employee job satisfaction. For example, Kampkötter (2016) carried a study in Germany and concluded that if tangible benefits cannot be provided or are not tied to the assessment procedure, the use of appraisals with no monetary consequences can be detrimental for open-minded and self-determined employees, as appraisals could then potentially raise expectations that are not fulfilled. Therefore, only effective performance management practices enhance job satisfaction. In simple words, the relationship between performance management and employee job satisfaction does not take place regardless of the practices of performance management. To be related to satisfaction, employees look for effective performance management practices. Poon (2014) found that when employees perceived performance ratings to be manipulated because of raters' personal bias and intent to punish subordinates they expressed reduced job satisfaction that, in turn, led to greater intentions to quit their jobs. By this way, the performance management practices should be fair enough to enhance satisfaction.

Some researchers argue that the relationship between HRM practices and employee job satisfaction is not linear, and it is influenced by other factors such as organizational culture, leadership style, employee demographics, etc. For example, Vermeeren (2013) concluded that leadership style mediates the relationship between HRM practices and employee job satisfaction. Wang (2016) found that organizational culture is the mediator between human resources practices and job satisfaction of employees. Steijn (2004) revealed that (a) individual characteristics have a negligible effect on job satisfaction, (b) HRM practices have a positive effect, but (c) this latter effect is largely indirect and mediated by job and organizational characteristics. Nissar (2017) found that loyalty and commitment influence the relationship between HRM practices and employee job satisfaction.

4. Gap in the Literature

Review of the literature related to the relationship between HRM practices and employee job satisfaction revealed that most previous studies took place in different cultures and organizations, but very limited studies took place in Qatar. Side by side, most studies investigated the relationship between HRM practices and employee job satisfaction in the private sector, but such relationship was rarely investigated in public corporations. Moreover, most previous studies investigated the relationship between many HRM

practices and employee job satisfaction and did not focus on only one or two HRM practices. Based on that, the current research investigates the impact of HRM practices on employee satisfaction in case of a public corporation in Qatar. The research question of the proposed research is “what is the impact of HRM practices (training and development and performance management) on employee job satisfaction?”

Hypothesis

In the light of the literature review, the current study tests the following hypothesis:

H1: There is a significant relationship between training and development and employee job satisfaction.

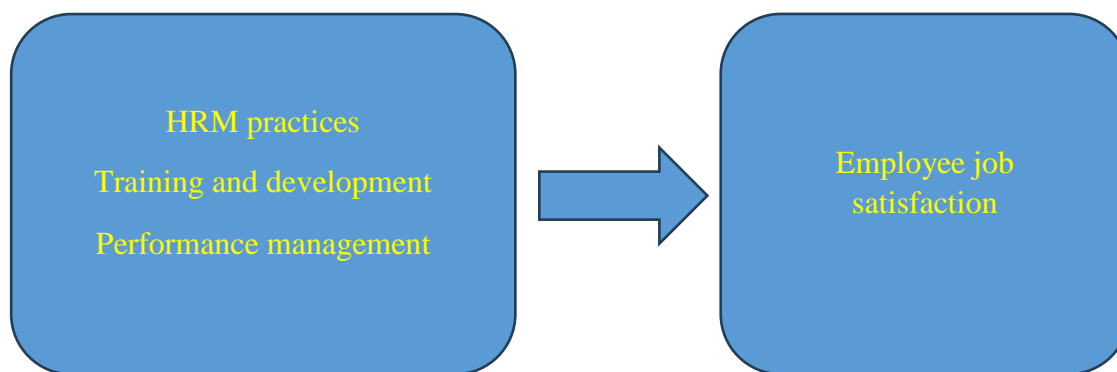
H2: There is a significant relationship between performance management and employee job satisfaction.

H3: The impact of training and development on employee job satisfaction is bigger than the impact of performance management.

Research Model

Based on the research questions and hypotheses, there are two variables: independent variable (training and development practices and performance management practices), and dependent variable (employee job satisfaction).

Figure 1: Research model



3- Research Methodology

Research Strategy: The current research adopts the quantitative strategy. Key features of many quantitative studies are the use of instruments, such as tests or surveys to collect data, and reliance on probability theory to test statistical hypotheses that correspond to research questions of interest. Quantitative methods are frequently described as deductive in nature, in the sense that inferences from tests of statistical hypotheses lead to general inferences about characteristics of a population (Lincoln & Guba, 1985).

Sources of data: Data could be obtained by using primary and / or secondary sources. For the current research, both secondary and primary resources are used. On one hand, secondary sources, mainly journals and books, were used to make the literature review of this research. The literature review focuses on the two main variables of the study: HRM practices and employee job satisfaction. Based on the literature review, the researcher was able to formulate the hypotheses, identify gaps in the literature, and develop the research conceptual framework. Side by side, the literature review will help to discuss the findings of the current research and make interpretations, comparison, and comment. All used journals and books are cited and listed in the list of references. On the other hand, primary sources were used through collecting data from sample of employees who work for a public corporation in Qatar. The research was carried out into the first quarter of 2024. Data was collected by using a survey questionnaire. The survey will be developed in the light of the literature. By this way, both the secondary and primary sources complement each other.

Data collection instrument: Data collection instruments are many, and may include survey, interview, observation, and many others (Gonzalez, 2002). For the current research, survey questionnaire will be utilized to collect data from sample of employees who work for a public corporation in Qatar. As the current research seeks to identify the impact of HRM practices on employee satisfaction in case of a public corporation in Qatar, and as it was decided to use quantitative strategy, it seems that survey questionnaire fits the nature and the strategy of the current research.

To develop a survey with high degree of validity and reliability, and make sure that the questions in the survey help to answer the research questions and test the research hypothesis, intensive review was made for the literature related to the relationship and impact of HRM practices on employee job satisfaction. Overall, the current research seeks to investigate the relationship between two variables: independent variable (HRM practices), and dependent variable (employee job satisfaction). Therefore, the survey should include statements related to both variables.

For closed –ended questions related to HRM practices and employee job satisfaction, a 5-point scale is used as follows: 5 = strongly agree, 4 = agree, 3 = somewhat agree, 2 = disagree, and 1 = strongly disagree. As it is a 5-point scale, an average of answers of more than 3.00 indicates a degree of agreement, whereas an average of answers of less than 3.00 indicates a degree of disagreement.

Validity and Reliability: To make sure of the validity and reliability of the survey, a pilot study was conducted. The pilot study included 15 employees. They were asked to provide their feedback regarding the clarity and suitability of the survey. Besides, Cronbach Alpha test was used, the value of alpha was up to 0.843.

Research sample: For the current research, a simple random sample is used, because this type of probability sampling is easy to use and has a high degree of objectivity (Bryman & Bell, 2003). As there are about (2000) employees working for the selected corporation, and as a simple random sample is used, a computerized online system is utilized to identify the size of the sample. The size is (92) employees at a confidence level of 95%.

4- Data Analysis and Findings

The survey was distributed by using the internal electronic network of the selected public corporation. This helped us to distribute and collect the survey within short period. Employees were given about two weeks to fill in and return the survey. After two weeks, the total number of the returned surveys was (78) surveys. This means that the response rate was (84%). Returned surveys were tabulated and analyzed by using computerized statistical package (SPSS). Both descriptive and analytical techniques were used.

Demographics of the Respondents

Respondents were asked about their work experience, gender, educational qualification, and age. Results of data analysis showed that half of the respondents have been working for about 5-10 years with the current organization. One third of them have been working for less than 5 years, and about 27% have been working for less than 5 years with the current organization. This indicates that respondents have different levels of work experience: short, medium, and long work experience. When respondents were asked about their gender, it was found that about 70% were male respondents, but 30% were female. This means that the male respondents are more than double of the female respondents. When respondents were asked about their educational qualifications, answers showed that more than half of the respondents (53%) hold a bachelor degree (undergraduate university degree), while about one quarter (27%) hold a secondary certificate (high school). Only 10% are graduated with master's or PhD. This indicates that respondents are with different levels of qualifications. When respondents were asked about their age, answers showed that about one quarter of the respondents (24%) are at the age of less than 25 years old. One third of them are at the age of 25-34 years old. One quarter are at the age of 35-44 years old, and 16% of them their age is 45 and older. This indicates that respondents are at different ages.

Table 1: Demographic of the respondents

Variable	Answers	Frequencies
Work experience	Less than 5 years	33%
	5-10 years	50%
	More than 10 years	27%
Gender	Male	70%
	Female	30%
Educational qualifications	Secondary certificate	27%
	Diploma	9%
	University degree	53%
	Masters – PhD	11%
Age	Less than 25	24%

Variable	Answers	Frequencies
	25-34	33%
	35-44	25%
	45 and older	16%

Employee Job Satisfaction

The table below shows that respondents at the selected Qatari public corporation are satisfied. This is because the overall average of all (20) statements was 4.02 out of 5.00, which is close to “agree”. This indicates that respondents are satisfied with their job at the selected Qatari public corporation. By this way, respondents have pleasing and positive emotional state and attitudes resulting from their evaluation of their jobs. The table shows also those respondents who work for the selected Qatari public corporation are satisfied with pay, supervisors, work relationships, nature of the work, and overall feelings about employment experience. The averages of these factors were between 3.95 and 4.15. From the table, respondents were mostly satisfied with work relationships with coworkers, and least satisfied with pay. The highest average was 4.15 for work relationships with coworkers, and the least average was 3.95 for pay.

Table 2: Overall employee job satisfaction

	Average (out of 5.00)	Standard deviation
Satisfaction with pay	3.95	1.00
Satisfaction with work relationships	4.15	0.96
Satisfaction with supervision	3.97	1.00
Satisfaction with nature of work	4.00	1.01
Overall feelings about employment experience	4.06	1.01
Overall job satisfaction	4.02	0.99

HRM Practices

The table below shows that respondents perceived training and development practices in a positive manner. It is noted that the overall average of training and development practices was 4.01; this indicates positive perceptions of such practices. It is also noted that the average of all statements related to training and development practices is 4.00 or close to 4.00, which also indicates positive perceptions. Overall, respondents believe that they are provided with enough opportunities for training and development, and that their organization cares about and supports training and development related activities. This in return makes them perceive training and development practices in a positive manner. This assures that training and development is among the important HRM practices. The table shows that respondents perceived performance management practices in a relatively positive manner. Overall, although the overall average of performance management practices is lower than the overall average of training and development practices, still, it indicates that respondents perceive both performance management, and training and development practices positively. This assures that both performance management, and training and development, are important HRM practices.

Table 3: HRM practices

	Average (out of 5.00)	Standard deviation
Training and development	4.01	0.99
Performance development	3.65	1.01
Overall HRM practices	3.83	0.99

Testing Hypothesis

H1: There is a significant relationship between training and development and employee job satisfaction.

To investigate the relationship between training and development practices and employee job satisfaction, Pearson Correlation was calculated between the two variables. Results of data analysis showed that there is a positive and strong correlation

between training and development practices and employee job satisfaction. The value of Pearson Correlation was significant at 0.000, which indicates a strong relationship.

H2: There is a significant relationship between performance management and employee job satisfaction.

To investigate the relationship between performance management practices and employee job satisfaction, Pearson Correlation was calculated between the two variables. Results of data analysis showed that there is a positive and strong correlation performance management practices and employee job satisfaction. The value of Pearson Correlation was significant at 0.000, which indicates a strong relationship.

H3: The impact of training and development on employee job satisfaction is bigger than the impact of performance management.

It was found that although there it was strong and positive relationship between the practices of both training and development and performance management, and employee job satisfaction, still, the value of Pearson Correlation was higher in case of training and development. This indicates that as respondents perceive training and development practices in a more positive manner than performance management practices, therefore, there is stronger relationship between training and development, and employee job satisfaction.

Table 4: Correlation between HRM practices and employee job satisfaction

Variables	Pearson Correlation	Significant
Training and development practices	0.533	0.000*
Performance management practices	0.424	0.000*

At the same time, multiple regression analysis was performed. It was found that the value of R square for training and development practices was 0.226, and the value of R square for performance management practices was 0.196. This assures that impact of training and development on employee job satisfaction is bigger than the impact of performance management.

Table 4: The impact of HRM practices on employee job satisfaction

Predictor	t	R 2	Adjusted R 2
Training and development practices	6.765**	.226	.218
Performance management practices	5.980**	.196	.191

5- Discussion of the Findings

This study revealed that there is a strong and positive relationship between HRM practices and employee job satisfaction. By this way, the study main conclusion is similar to conclusions of the studies in the literature. There is similarity between the results of this study and the findings of Osibanjo et al., (2012), Koc (2014), and Jeet (2017), which concluded that HRM is related to employee job satisfaction. This assures that HRM practices drive employee job satisfaction. This study found that both training and development, and performance management practices, are related to employee job satisfaction. By this way, the study finding is like conclusions of the studies in the literature. There is similarity between the results of this study and the findings of Schmidt (2017) and Su (2016) who found that there was significant relationship between training and overall job satisfaction. At the same time, there is similarity between the results of this study and the findings of Kampkötter (2016) and Poon (2014) who found that performance appraisal relates to employee job satisfaction.

The results of data analysis revealed that there is a strong and positive relationship between HRM practices and employee job satisfaction. At the same time, it was found that there is a significant relationship between practices of both training and development and performance management, and employee job satisfaction. The results showed that HRM practices explain 22% of employee job satisfaction, while other factors explain 78%. By this way, HRM practices are just one factor influence job satisfaction, there are many other factors.

This ensures that HRM practices are essential to employee job satisfaction. Still, this also means that improving HRM practices is not enough alone to enhance employee job satisfaction. Employees look for effective HRM practices and get happy with such practices. Still, employees also look for good pay, friendly relationships, attractive organizational climate, effective supervision style, and autonomy. This supports the arguments of Mullins (2005), Kaliski (2000), and Kalleberg (1997) who argue that there is no only one factor contributed to employee job satisfaction, but there are many.

If a comparison was made between the results of current study and the results of previous studies in the literature, it would find that the results of the current study support the results of the studies of Osibanjo et al., (2012), Koc (2014), and Jeet (2017), which concluded that all practices of HRM related to employee job satisfaction. This assures that HRM practices drive employee job satisfaction. Still, it is not the only driver. This supports the results of the study of Petrescu & Simmons (2008) who found that although HRM practices can raise workers' job satisfaction, if workplace pay inequality widens as a consequence, then non-union members might experience reduced job satisfaction. This means that employee job satisfaction is influenced by many factors, and HRM practices are among but not the only factors. There are other factors that influence employee job satisfaction.

The current study found that there is a significant relationship between training and development and employee job satisfaction. This supports the results of the studies of Schmidt (2017) and Su (2016) who found that there was significant relationship between job training satisfaction and overall job satisfaction. By this way, organizations need to foster their training and development practices, and need to invest in HRD. In order to enhance satisfaction, organizations need to provide training opportunities, and need to take care of training needs, design, methodologies, and content.

The current study also found that there is a significant relationship between performance management and employee job satisfaction. This supports the results of the studies of Kampkötter (2016) and Poon (2004) who found that performance appraisal relates to employee job satisfaction. Therefore, organizations should carry effective and fair performance management practices. On the one hand, to be related to satisfaction, employees look for effective performance management practices. On the other hand, the performance management practices should be fair enough to enhance satisfaction.

6- Conclusion and Recommendations

The main conclusion of the current study is confirming the positive and strong correlation between HRM practices and employee job satisfaction. This means that HRM practices is one of the key drivers of employee job satisfaction. Still, practices explain 22% of employee job satisfaction, while other factors explain 78%. By this way, there are many factors drive employee job satisfaction, and HRM is a key but not the only one factor. The study also assures the more the employees perceive HRM practices, the more they be satisfied. This justified why the relationship between training and development and employee job satisfaction was stronger than the relationship between performance management and employee job satisfaction. This means that to enhance employee job satisfaction, organizations need to foster and develop HRM practices. This study revealed that there is a strong and positive relationship between HRM practices and employee job satisfaction. By this way, the study main conclusion is similar to conclusions of the studies in the literature. The study also found that both training and development, and performance management practices, are related to employee job satisfaction. Overall, this assures that HRM practices are essential to employee job satisfaction. Still, this also means that improving HRM practices is not enough alone to enhance employee job satisfaction. Employees look for effective HRM practices and get happy with such practices. Still, employees also look for good pay, friendly relationships, attractive organizational climate, and effective supervision style.

Recommendations

One of the key recommendations is to regularly improve and foster HRM practices to enhance employee job satisfaction. It is also recommended to regularly investigate employee perceptions of HRM practices and develop such practices in the light of employee perceptions.

It is important to clearly and precisely analyze employee training needs to make sure that employees participate in the right training courses at the right time. Side by side, it is important to make training and development opportunities available for all employees all the time based on their training needs.

Organizations should invest heavily in training and development. Still, to maximize training-performance relationship, it is crucial to design and plan training effectively, and make continuous evaluation for training.

Organizations should also improve their performance management practices. This requires getting rid of old practices of performance management and adopting goal-oriented performance management. It is also important to make sure that performance management is based on clear standards and provides continuous and constructive feedback. Results of performance management

should be fair enough and linked to employee real performance. It is important to utilize results of performance management to reward and develop employee performance.

The study found that HRM practices explain 22% of employee job satisfaction, while other factors explain 78%. There is a need to investigate the other factors that may drive employee job satisfaction, such as leadership style, organizational climate, organizational culture, and support from supervisors and co-workers. As the current study investigated the relationship between only two HRM practices (training and development and performance management), it is recommended to carry future studies about the impact of other HRM practices, such as rewards, selection, and work relationships.

Conclusion

I found that there's a strong connection between effective HRM practices and employee job satisfaction. Training opportunities, career development programs, and recognition systems show employees the organization invests in their future, which can be motivating. At the same time, employees feel valued when given opportunities to learn and grow in their roles. Besides, regular feedback and clear performance goals can keep employees engaged. Overall, I believe that by implementing strong HRM practices, organizations can create a work environment that motivates employees, helps them feel valued, and ultimately leads to higher job satisfaction. This translates into benefits like lower turnover rates, increased productivity, and a more positive overall organizational culture.

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