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The HRM Practices on Job Satisfaction of Operational Workers in the Apparel Industry in Colombo District, Sri Lanka

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Abstract

Area of the Study

HRM practices on job satisfaction are a widely discussed topic today. Therefore this study is aimed to discuss the HRM practices on job satisfaction of operational workers in the Sri Lankan apparel companies located in Colombo district.

Problem of the Study

There are no any theoretical and empirical findings on how HRM practices affect job satisfaction of operational workers in the apparel sector in Sri Lanka. Then, the problem of the study is: Do HRM practices affect job satisfaction of operational workers in the Sri Lankan apparel companies located in Colombo district?

Method of the Study

The data were collected from 300 operational level employees from four selected large scale apparel companies in Colombo district through structured questionnaire. Questionnaire consisted of 60 questions for HRM practices and 20 for job satisfaction and all questions were scaled with five point scale. Correlation and regression analysis were used to analyse the data using SPSS (Version 16).

Findings of the Study

The major finding of the study is that there is a significant and positive relationship and association of HRM practices with job satisfaction. Further, there are few HRM functions which strongly do not affect job satisfaction of employees.

Conclusion of the Study

As conclusion, companies have to enrich the significant HRM function is to enhance the employees' job satisfaction based on the findings.

Keywords: *Job Satisfaction, HRM Practices, Extrinsic Job Satisfaction, Intrinsic Job Satisfaction*

Introduction

Every organization tries to utilize their resources efficiently and effectively to achieve its goals and objectives. Human Resource as a unique organizational resource is the most important resource to any organization, which is the one and only live resource in the organizations (Opatha 2009). As Dawles, Andrews and Bucklew (2010), talented and loyal employees are necessary to gain a competitive advantage to the organization and motivated and satisfied workforce leads realization of the business also (Watson 1994). Tella, Ayeni and Popoola (2007) stressed that job satisfaction is an outcome of the employee's opinion about the degree of doing the job well. HRM practice has become a popular topic to examine the impact of organizational performance and employee attitudes in developed countries (Huselid 1995; Delaney & Huselid 1996; Katou & Budhwar 2007; Petrescu & Simmons

2008). It is a common world view that HRM practices lead to higher degree of employee job satisfaction through many researchers and practitioners in the world (Appelbaum, Bailey, Berg & Kalleberg 2000). Therefore, it seems that studying HRM practices and job satisfaction is an important topic today. Then, this study is aimed to discuss the impact of HRM practices on job satisfaction of the workers in the Sri Lankan apparel industry.

Problem Background and Problem of the Study

Apparel industry is a key industry in the Sri Lankan economy system and there are various effects of apparel industry into the various national economic subsystems. Labour subsystem as one of the important economical subsystems is important because of its impact to the entire national economy. However, there are no smooth labour practices in the apparel sector in Sri Lanka. According to Thusari (2008) absenteeism and labour turnover were two major challenges in this industry. The Web article of “*The Garment Industry in Sri Lanka*” published by *UKessays* pointed out that labour turnover and absenteeism become a significant issue in this sector. Further, the web article explains the reasons of labour turnover and absenteeism as 1) lack of social reputation gained from garment jobs, 2) owners of the garment companies expect their target than the employees’ target in the high-tech and high educational environment, 3) employees need better jobs (as a result of the availability of different avenues for professional and educational opportunities) than become a “Juki Girl”. Wijendra (n.d.) also pointed out absenteeism and turnover as the issues under the SWOT analysis of the Sri Lankan apparel industry. According to Discussion Paper, South Asia Multi-disciplinary Advisory Team (SAAT), International Labour Organization-2011, monthly labour turnover rate and absenteeism rate in the apparel sector in Sri Lanka is given in Table 01.

Table 1: Monthly Labour Turnover and Absenteeism

Province	Monthly Labour Turnover (%)	Monthly Labour Absenteeism
Western	5.9	8.5
Southern	3.1	5.3
Central	3.4	7.5
Eastern	7.2	8.1
North western	5.2	6.5
North Central	2.5	3.4
Uva	1.2	6.4
Sabaragamuwa	3.3	1.4
Northern	8.0	12.0
Total	4.9	7.4

Source: Discussion Paper, South Asia Multi-disciplinary Advisory Team (SAAT), International Labour Organization, 2011

Labour turnover and absenteeism have an inverse relationship with job satisfaction of workers. As Luthans (1995), Steers et al. (1996), Anderson (2004) and Hardy, Woods and Wall (2003) state absenteeism becomes a cause of employee job dissatisfaction. In other way, according to Saifuddin, Hongkraclent and Sermril (2008) and Lee (1988), labour turnover also has an inverse relationship with job satisfaction of an employee. There may be various reasons behind the highest rate of absenteeism and labour turnover and malpractices

of HRM may be one of the significant cause. In other, absenteeism and labour turnover may occur due to job dissatisfaction of workers. Then it is imperative to realize the impact of the HRM practices on job satisfaction of the workers in any organizational context. It will lead to apply or enhance the proper HRM practices to the organization. The findings will be helped to enhance the performance of employees as well as an entire organization. There are many research findings related to the impact of HRM practices on job performance and job satisfaction of the workers in different scenarios. However, there are no any single research findings related to the impact of HRM practices on job satisfaction of employees in the Sri Lankan context. It means that there is a theoretical and empirical knowledge gap about the impact of HRM practices on job satisfaction of the operational workers in the apparel industry in Sri Lanka. Then, the problem of the study is; *Do HRM practices affect job satisfaction of the operational workers in the apparel industry in Sri Lanka?*

HRM Practices

There are different views of scholars used to define the practices of HRM (Tan and Nasurdian 2011) in different contexts. Schuler and Jackson in 1987 defined HRM practices as *a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members* (Tan & Nasurdian 2011, p. 157; Jeet & Sayeeduzzafar 2014, p. 69). As Delery and Doty (1996) mention HRM practices mean that organization designs and implements its human resources in the purpose of achieving the overall objectives through consistent policies and practices. According to Noe et al. (2007), HRM is consisted of the policies, practices and systems that influence behavior, attitude and performance of employee. In the organizational context, HRM practices lead to different organizational consequences. As Wright et al. mention in 2001, practices of HRM in an organization persuade the practices of employee and their behavior (Lee & Lee 2010). The evidence of a positive relationship between HRM practices and labour productivity/organizational performance are there. The labour productivity/organizational performance is positively related with recruitment and selection (Koch & McGrath 1996); training programs (Bartel, 1994); performance evaluation (McDonald and Smith, 1995); compensation and benefits (Gerhart & Trevor, 1996; Gomez-Mejia, 1992); and innovative practices (Delaney & Huselid 1996). As Delaney and Huselid in 1996, Delery and Doty in 1996 and Huselid in 1995, HRM practices such as training, incentives and employee participation influence the organizational productivity and profitability (Lee & Lee 2010). It is clear that HRM practices lead different consequences of an organization.

Job Satisfaction

Job satisfaction is important to an employee as well as an employer (Syed & Yan 2012) and it is a widely discussed area (Yong 2011). *Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work* (Mudor & Tookson 2011, p. 41) and it presents positive or negative feelings of employees (Aziri 2011). As Tella, Ayeni and Popoola (2007), job satisfaction is a perception of employee and people's own assessment.

Effect of Various HRM Practices on Job Satisfaction

The relationship or association of HRM practices on job satisfaction is given by different researchers through their research findings. Table 01 presents the different research findings

and conclusion of the relationship/association of HRM practices on job satisfaction in different contexts.

Table 1: Available Literature of the Relationship/Association of HRM Practices on Job Satisfaction

Author/s	Findings/Conclusion	Main HRM Function
Delaney and Huselid (1996)	There is a significant effect of attitude assessment on job satisfaction.	Attitude assessment
Majumder (2012)	Career growth is not a satisfier of employees.	Career growth
Niazi (2014)	There is a significant relationship between opportunities for growth with job satisfaction.	Career growth
Delaney and Huselid (1996)	There is a significant effect of information sharing on job satisfaction.	Communication
Rasouli et al. (2013)	There is an effect of compensation on knowledge workers' job satisfaction.	Compensation
Ting (1997)	Compensation becomes one of the most important determinants of job satisfaction.	Compensation
Absar et al (2010)	There is a positive correlation between compensation with job satisfaction.	Compensation
Hock (2011)	There is an impact of compensation on foreign workers job satisfaction.	Compensation
Jeet and Sayeeduzzafar (2014)	There is significant impact of compensation on job satisfaction.	Compensation
Majumder (2012)	Compensation package is not a determinant of employees' satisfaction.	Compensation
Iqbal et al. (2013)	There is a lesser positive effect of compensation on job satisfaction.	Compensation
Droussiotis and Austin (2007)	There is a trend that employees are satisfied by good pay.	Compensation
Tasema and Soeters (2006)	Compensation practices have a positive relationship with job satisfaction.	Compensation
Mumtaz et al. (2011)	Compensation is not a predictor of the workers' job satisfaction.	Compensation
Delaney and Huselid (1996)	There is a significant effect of incentive compensation on job satisfaction.	Compensation
Syed and Yah (2012)	There is a positive correlation of performance - based pay with job satisfaction.	Compensation
Javel et al. (2012)	There is no any significant impact of reward on employee job satisfaction.	Compensation
Masoodul et al. (2013)	Compensation becomes the most important determinant for employees' satisfaction.	Compensation
Oyenyi et al. (2014)	There is a positive effect of compensation practice on job satisfaction.	Compensation
Sarker (2014)	There is a strong correlation of salary with employees' satisfaction.	Compensation
Khan et al. (2012)	There is a positive relationship between compensation practices with job satisfaction.	Compensation
Ray and Ray (2011)	There is a positive correlation of compensation with job satisfaction.	Compensation
Niazi (2014)	There is a significant relationship of compensation/benefit with job satisfaction.	Compensation
Ijiqu (2015)	There is a positive relationship of compensation package with job satisfaction.	Compensation
Javel et al. (2012)	Development is a key source of employee job satisfaction	Development
Jeet and Sayeeduzzafar (2014)	There is no significant impact of employee participation on job satisfaction.	Employee Participation
Gürbüz (2009)	Participation is a dominant factor to increase employee	Employee Participation

	job satisfaction level.	
Iqbal et al. (2013)	There is a lesser positive effect of participation in decision making on job satisfaction.	Employee Participation
Syed and Yah (2012)	There is a positive correlation of employee participation with employee's job satisfaction.	Employee Participation
Sarker (2014)	There is a strong correlation of decision making with employee's satisfaction.	Employee Participation
Ray and Ray (2011)	There is a positive correlation of participation in decision making with job satisfaction.	Employee Participation
Delaney and Huselid (1996)	There is a significant effect of personnel selection on job satisfaction.	Employee selection
Mumtaz et al. (2011)	Empowerment becomes not a predictor of job satisfaction.	Empowerment
Delaney and Huselid (1996)	There is a significant effect of empowerment of decisions on job satisfaction.	Empowerment
Syed and Yah (2012)	There is a positive correlation of empowerment with employee's job satisfaction.	Empowerment
Khan et al. (2012)	There is a positive relationship between empowerment practice and job satisfaction.	Empowerment
Ray and Ray (2011)	There is a positive correlation of empowerment with job satisfaction.	Empowerment
Syel and Yah (2012)	There is a positive correlation of grievance handling procedures with employee's job satisfaction.	Grievance handling
Aswathappa (2008)	Better HR plans are a motivator of employees.	HRP
Weeratunga (2003)	Sound HR planning can enhance job satisfaction.	HRP
Absar et al. (2010)	There is a positive correlation of HRP with job satisfaction.	HRP
Khan and Taher (2008)	Appropriate working environment created through industrial relations influences job satisfaction.	Industrial Relations
Absar et al. (2010)	There is a positive correlation of industrial relations with job satisfaction.	Industrial Relations
Delaney and Huselid (1996)	There is a significant effect of labour management participation on job satisfaction.	Industrial relations
Majumder (2012)	Job design and responsibility is not a satisfier of employees.	Job design
Delaney and Huselid (1996)	There is a significant effect of job design on job satisfaction.	Job design
Syed and Yah (2012)	Job rotation was positively correlated with employee's job satisfaction.	Job rotation
Ray and Ray (2011)	There is a positive correlation of job rotation with job satisfaction.	Job rotation
Ting (1997)	There is a close association of HR practices with job satisfaction.	Job satisfaction
Appelbaum, Bailey, Berg and Kalleberg (2000)	There is a positive effect of HRM practices on job satisfaction.	Job satisfaction
Steijn (2004)	There is a positive effect of HRM practices on job satisfaction.	Job satisfaction
Gould-William (2003)	There is a positive effect of HRM practices on job satisfaction.	Job satisfaction
Edgar and Geare (2005)	There is a significant effect of HRM practices on job satisfaction.	Job satisfaction
Petrescu and Simmons (2008)	There is a positive effect of HRM practices on job satisfaction.	Job satisfaction
Khan et al. (2012)	There is a positive correlation of overall HR practices with job satisfaction.	Job satisfaction
Wright et al. (2003) cited in Omar et al. 2013	There is a positive relationship of HR practices with employee job satisfaction.	Job satisfaction
Spector (1997) cited in Omar et al. 2013	There is a positive relationship of HR practices with employee job satisfaction.	Job satisfaction

Huselid (1995)	There is a positive relationship of HR practices with employee job satisfaction.	Job satisfaction
Petrescu & Simmons (2008) cited in Omar et al. 2013	There is a positive relationship of HR practices with employee job satisfaction.	Job satisfaction
Freeman and Kleiner (2000)	There is an association between higher human resource management practices (HRMP) with higher job satisfaction.	Job satisfaction
Freeman, Kleiner and Ostroff (2000)	There is an association between higher human resource management practices (HRMP) with higher job satisfaction.	Job satisfaction
Godard (2001)	There is an association between higher human resource management practices (HRMP) with higher job satisfaction.	Job satisfaction
Askenazy and Caroli (2002)	There is a direct negative effect of HRMP on employee's job satisfaction.	Job satisfaction
Steijn (2004)	There is a positive effect of HRM practices on job satisfaction.	Job satisfaction
Majumder (2012)	Job security becomes a satisfier of employees' satisfaction.	Job security
Sarker (2014)	There is a weak relationship between leadership with job satisfaction.	Leadership
Majumder (2012)	Management style is not a satisfier of employees.	Management style
Rasouli et al. (2013)	There is an impact of organizational support job satisfaction.	Organizational support
Absar et al. (2010)	There is a positive correlation of performance appraisal with job satisfaction.	Performance Appraisal
Jeet and Sayeeduzzafar (2014)	There is a significant impact of on job satisfaction.	Performance Appraisal
Omar et al. (2013)	There is a significant and positive influence of HRM Practices on employee job satisfaction.	Performance appraisal
Mumtaz et al. (2011)	Performance evaluation becomes not a predictor of job satisfaction.	Performance appraisal
Delaney and Huselid (1996)	There is a significant effect of performance appraisal on job satisfaction.	Performance appraisal
Oyeniya et al. (2014)	There is a significant effect of performance appraisal on job satisfaction.	Performance appraisal
Khan et al. (2012)	There is a positive relationship between performance evaluation practice and job satisfaction.	Performance appraisal
Ray and Ray (2011)	There is a positive correlation of performance appraisal with job satisfaction.	Performance appraisal
Niazi (2014)	There is a significant relation of performance appraisal with job satisfaction.	Performance appraisal
Ijiqu (2015)	There is a strong and positive relationship between performance appraisal and job satisfaction.	Performance appraisal
Mumtaz et al. (2011)	Promotion is not a predictor of job satisfaction.	Promotion
Delaney and Huselid (1996)	There is a significant effect of promotion on job satisfaction.	Promotion
Syed and Yah (2012)	There is a positive correlation of merit-based promotion with employee's job satisfaction.	Promotion
Oyeniya et al. (2014)	There is a positive effect of promotion practice on job satisfaction.	Promotion
Khan et al. (2012)	There is a positive effect of promotion practice on job satisfaction.	Promotion
Niazi (2014)	There is a significant relation of increment/promotion on job satisfaction.	Promotion
Javel et al. (2012)	Recognition is a key source of employee job satisfaction.	Recognition
Delaney and Huselid (1996)	There is a significant effect of recruitment efforts on job satisfaction	Recruitment

Absar et al. (2010)	There is a positive correlation of recruitment and selection with job satisfaction.	Recruitment and selection
Majumder (2012)	Recruitment and selection system become a satisfier of employees.	Recruitment and selection
Ray and Ray (2011)	There is a positive correlation of recruitment and selection with job satisfaction.	Recruitment and selection
Ijiqu (2015)	There is a weak relationship between recruitment and selection with job satisfaction.	Recruitment and selection
Niazi (2014)	There is a significant relation of respect for employees with job satisfaction.	Respect
Majumder (2012)	Reward and motivation is not a satisfier of employees.	Rewards
Ray and Ray (2011)	There is positive correlation of self directed team with job satisfaction.	Self directed team
Griffin et al. (2001)	There is an influence of supervisor on the job satisfaction when employees work individually and absence of team work.	Supervisor
Iqbal et al. (2013)	There is a strong positive effect of supervisor role on job satisfaction.	Supervisor
Cumbey and Alexander (1998) 6	There is a trend of employees' satisfaction on their job when they have effective supervision.	Supervisor
Bradley, Petrescu & Simmons (2004)	There is a trend of employees' satisfaction on their job when they have closed supervision.	Supervisor
Oyeniya et al. (2014)	There is a negative effect of supervisory role practice on job satisfaction.	Supervisor
Jeet and Sayeeduzzafar (2014)	There is a significant impact of team work on job satisfaction.	Team Work
Bradley, Petrescu & Simmons (2004)	There is a trend of employee satisfaction on training.	Training
Delaney and Huselid (1996)	There is a significant effect of employee training on job satisfaction.	Training
Javel et al. (2012)	Training is a key source of employee job satisfaction.	Training
Oyeniya et al. (2014)	There is a positive effect of training practice on job satisfaction.	Training
Sarker (2014)	There is a strong correlation of training with employee's satisfaction.	Training
Garcia (2005)	There is a significant positive impact of training and development on employees' job satisfaction.	Training & Development
Absar et al. (2010)	There is a positive correlation of training and development on job satisfaction.	Training & Development
Rasouli et al. (2013)	There is an effect of skill development on knowledge workers' job satisfaction.	Training & Development
Majumder (2012)	Employees are not satisfied on training and development.	Training & Development
Ray and Ray (2011)	There is a positive correlation of training and development on job satisfaction.	Training & Development
Niazi (2014)	There is a significant relation of training and development on job satisfaction.	Training & Development
Ijiqu (2015)	There is a strong and positive relation of training and development on job satisfaction.	Training & Development
Majumder (2012)	Working environment becomes a satisfier of workers.	Working environment

Method

Study Design

This study was a field study and non-contrive setting because the study was conducted in a natural working environment which employees were normal functioning. According to Sekeran (1992) most of the correlation studies are usually done in a non-contrive field setting with minimal researcher interferences. This research was a cross-sectional study, which

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gathered data from a one - time. The unit of analysis used in this study was individual: Operational workers in the apparel industry.

The population of the study was all operational level workers in the apparel companies in Colombo District, Sri Lanka and the size of the real population was difficult to calculate because of lack of government/ BOI information. The sample size of the study was 300 operational workers from the four large garment companies in Colombo district and the simple random sampling method was used to collect the primary data. 350 questionnaires were distributed and 312 questionnaires were received. However, 12 questionnaires were not completed properly and then, the rate of response was 85.71%.

Measures

HRM Practices

There are various HRM practices as discussed by various researchers and academicians (Jeet and Sayeeduzzaar 2014). Referring Opatha (2009) job design, job analysis, human resource planning, recruitment, selection, hiring and induction, performance evaluation, training and development, career management, pay management, welfare management, management of incentives, employee movements, health & safety management, discipline management, grievance handling and labour relations or labour-management relations are the dimensions of HRM practices. As Noe et al. (2007), HRM is composed of the policies, practices, and systems that influence employees' behaviour, attitude, and performance. Tan and Nasuridin (2011) used performance appraisal, career management, training, reward management and recruitment as HRM practices while Ahmad and Schroeder (2003) used employment insecurity, selection hiring, use of team and decentralization, compensation/incentive contingent on performance, extensive training, status differences and sharing information as dimensions of HRM practices. Recruitment and selection, involvement, training, development and education, work condition, performance appraisal and compensation and reward were used by Demo et al. (2012) to measure HRM practices. Compensation, participation, internal labour market and training were used by Tzafirir (2005) to measure HRM Practices.

In this research, job itself, job re-design (job analysis), human resource planning, recruitment, selection, hiring and induction, performance evaluation, training and development, career management, pay management, welfare management, management of incentives, employee transfer, employee promotion, health & safety management, discipline management, grievance handling, labour relations, HR Department/section, job security, work condition, team orientation, policies of HRM, communication strategies and employee empowering are the dimensions measuring HRM practices perceived by the operational workers in the apparel industry.

Job Satisfaction

Facet measures and global measures are two predominant measurement categories of assessing job satisfaction of workers (Steger, Dik & Shim n.d.) and as Weiss et al. (1967) specific aspects of job are assessed by facet measures such as job security, co-workers,

working conditions, company policies, and opportunities for achievement, accomplishment, and advancement. As Fritzsche and Parrish (2005), overall appraisal of a job is assessed by global measures. Job in General Scale (JIG) is one which is frequently used to measure the global measure of job satisfaction (Ironson, Smith, Brannick, Gibson, & Paul, 1989) and Job Descriptive Index (JDI) (Smith, Kendall & Hulin 1969), Minnesota Satisfaction Questionnaire (MSQ) (Weiss et al. 1967) and the Job Satisfaction Survey (JSS) (Spector 1985) are the most prominent facet measures of job satisfaction.

As a very popular job satisfaction measurement, the Minnesota Satisfaction Questionnaire (MSQ) was used as the instrument of gathering job satisfaction data. There are two versions of the MSQ. 100 questions of assessing job satisfaction were developed as the MSQ Long-Form (1967-1977) and 20 questions of assessing job satisfaction were developed as the MSQ Short-Form (1977). The MSQ Short-Form has three scales as intrinsic job satisfaction, extrinsic job satisfaction and general job satisfaction (Schriesheim et al. 1993). For the convenience of the sample respondents, the MSQ Short-Form was used to measure the job satisfaction of workers. Table 02 lists and defines each scale of MSQ.

Table 2: Minnesota Satisfaction Questionnaire (MSQ) scales

Scale title	Categories of Satisfaction
Ability to utilization	Intrinsic and General
Achievement	Intrinsic and General
Activity	Intrinsic and General
Advancement	Extrinsic and General
Authority	Intrinsic and General
Company policy and practices	Extrinsic and General
Compensation	Extrinsic and General
Co-workers	General
Creativity	Intrinsic and General
Independence	Intrinsic and General
Moral values	Intrinsic and General
Recognition	Extrinsic and General
Responsibility	Intrinsic and General
Security	Intrinsic and General
Social service	Intrinsic and General
Social status	Intrinsic and General
Supervision-human relations	Extrinsic and General
Supervision-technical	Extrinsic and General
Variety	Intrinsic and General
Working condition	General

Validity and Reliability

The external reliability of the instruments was examined by Test – retest method. This test was carried out using 10 responses the apparel industry in Sri Lanka with two weeks' time interval between two administrations. The external reliability of each question were measured and in the HRM practices, it was recorded more than 0.73 (this is the minimum value among the 60 question statements) and in the job satisfaction questionnaire, it was more than 0.76 (this is the minimum value among the 20 question statements). Then the coefficients of the Test-retest of the instruments indicate that each instrument has a high external reliability.

Inter item consistency reliability was examined with Cronbach’s Alpha test. The results of Cronbach’s alpha test are; in HRM practices, minimum value was 0.72 and in job satisfaction, minimum value was 0.74, which suggests that the internal reliability of each instrument is satisfactory.

Techniques of Data Analysis

Data collected from the survey were analyzed using the Statistical Package for Social Sciences, SPSS (Version 16.0). The data analyzed included bivariate analysis (correlation analysis and simple regression analysis).

Findings of the Study

Table 03 indicates the correlation between perceived HRM practices and general job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction of the sample respondents.

Table 3: Correlation between Intrinsic, Extrinsic and General Job Satisfaction with HRM Practices

	Pearson Correlation	Sig. (2-tailed)
Intrinsic job satisfaction	0.990	0.000
Extrinsic job satisfaction	0.725	0.000
Overall job satisfaction	0.883	0.000

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

Major Findings 01

- a. There is a strong correlation between HRM practices with overall job satisfaction.
- b. There is a strong correlation between HRM practices with intrinsic job satisfaction.
- c. There is a strong correlation between HRM practices with extrinsic job satisfaction.

Table 04 presents the correlation analysis between perceived HRM practices (Functions) with general job satisfaction, intrinsic job satisfaction and extrinsic job satisfaction of the sample.

Table 4: Correlation between HRM Functions and Different Angles of Job Satisfaction and Organizational Commitment

		Perceived Job Satisfaction	Intrinsic Satisfaction	Extrinsic Satisfaction
Job Itself	Pearson Correlation	.807	.939	.643
	Sig. (2-tailed)	.000	.000	.000
Job Redesign	Pearson Correlation	.841	.489	.958
	Sig. (2-tailed)	.000	.000	.000
HRP	Pearson Correlation	.836	.491	.950
	Sig. (2-tailed)	.000	.000	.000
Employee Recruitment	Pearson Correlation	.841	.490	.956
	Sig. (2-tailed)	.000	.000	.000
Employee Selection	Pearson Correlation	.841	.490	.956
	Sig. (2-tailed)	.000	.000	.000

Hiring and Induction	Pearson Correlation	.841	.489	.958
	Sig. (2-tailed)	.000	.000	.000
Performance Evaluation	Pearson Correlation	.192	.289	.454
	Sig. (2-tailed)	.000	.000	.000
Training & Development	Pearson Correlation	.957	.712	.998
	Sig. (2-tailed)	.000	.000	.000
Career Management	Pearson Correlation	.841	.489	.958
	Sig. (2-tailed)	.000	.000	.000
Pay Management	Pearson Correlation	.948	.975	.830
	Sig. (2-tailed)	.000	.000	.000
Welfare Management	Pearson Correlation	.164	.313	.426
	Sig. (2-tailed)	.000	.000	.000
Management of Incentives	Pearson Correlation	.163	.310	.423
	Sig. (2-tailed)	.000	.000	.000
Employee Transfer	Pearson Correlation	.825	.472	.942
	Sig. (2-tailed)	.000	.000	.000
Employee Promotion	Pearson Correlation	.520	.620	.403
	Sig. (2-tailed)	.000	.000	.000
Health and Safety Management	Pearson Correlation	.253	.656	.011
	Sig. (2-tailed)	.000	.000	.000
Discipline Management	Pearson Correlation	.071	.399	.339
	Sig. (2-tailed)	.000	.000	.000
Grievance Handling	Pearson Correlation	.072	.401	.341
	Sig. (2-tailed)	.000	.000	.000
Labour relations	Pearson Correlation	.207	.628	.063
	Sig. (2-tailed)	.000	.000	.000
HRM Department/ Section	Pearson Correlation	.958	.810	.938
	Sig. (2-tailed)	.000	.000	.000
Job security	Pearson Correlation	.915	.764	.905
	Sig. (2-tailed)	.000	.000	.000
Working condition	Pearson Correlation	.118	.554	.150
	Sig. (2-tailed)	.000	.000	.000
Team orientation	Pearson Correlation	.711	.890	.529
	Sig. (2-tailed)	.000	.000	.000
HR Policies	Pearson Correlation	.405	.755	.155
	Sig. (2-tailed)	.000	.000	.000
Communication Strategy	Pearson Correlation	.214	.264	.472
	Sig. (2-tailed)	.000	.000	.000
Employee Empowering	Pearson Correlation	.070	.394	.335
	Sig. (2-tailed)	.000	.000	.000

Major Findings 02

- a. Out of 25 HRM functions, discipline management, grievance handling and employee empowering did not have a relationship with job satisfaction and other HRM functions have a positive relationship with job satisfaction.

- b. Out of listed 22 HRM functions, which are positively correlated with job satisfaction, performance evaluation, welfare management, management of incentives, health & safety management, labour relations, working conditions, HR policies and communication strategy are weakly correlated with job satisfaction ($r < 0.5$) and other HRM functions have positive and strong correlation with job satisfaction.
- c. Job itself, training & development, pay management, HR department/section, job security and team orientation have a positive and strong relationship with general, intrinsic and extrinsic job satisfaction.
- d. Discipline management, grievance handling and employee empowering have no relationship with general job satisfaction, but a weak positive relationship with intrinsic and extrinsic job satisfaction.
- e. Job redesign, HRP, employee recruitment, employee selection, hiring & induction, career management and employee transfer have a positive and strong relationship with general job satisfaction and extrinsic job satisfaction, but a positive and weak relationship with intrinsic job satisfaction.
- f. Employee promotion has a positive and strong relationship with general job satisfaction and intrinsic job satisfaction, but a weakly relationship with extrinsic job satisfaction.
- g. Health & safety management, working conditions and HR policies have positive and strong correlations with intrinsic job satisfaction, but weakly positive with general and extrinsic job satisfaction.
- h. Performance evaluation, welfare management, management of incentives and communication strategy has weak and positive correlation with general, intrinsic and extrinsic job satisfaction.

Table 05 and 06 present the simple regression analysis of the variables

Table 5: Simple Regression Results of the Variables

	R	R square	Adjusted R Square	F	Sig	Conclusion
Job itself	0.807	0.651	0.650	556.112	0.000	JI explained 65% of JS
Job redesign	0.841	0.708	0.707	721.757	0.000	JR explained 71% of JS
HRP	0.836	0.700	0.699	693.826	0.000	HRP explained 70% of JS
Recruitment	0.841	0.707	0.706	719.601	0.000	R explained 71% of JS
Selection	0.841	0.707	0.706	719.601	0.000	S explained 71% of JS
Hiring/Induction	0.841	0.708	0.707	721.757	0.000	HI explained 71% of JS
Performance Evaluation	0.192	0.037	0.034	11.447	0.001	PE explained 4% of JS
Training and Development	0.957	0.916	0.916	3.253E3	0.000	TD explained 92% of JS
Career management	0.841	0.708	0.707	721.757	0.000	CM explained 71% of JS
Pay management	0.948	0.898	0.898	2.624E	0.000	PM explained 90% of JS
Welfare management	0.164	0.027	0.024	8.203	0.004	WM explained 3% of JS
Management of Incentive	0.163	0.027	0.023	8.131	0.005	MI explained 3% of JS
Employee transfer	0.825	0.680	0.679	632.852	0.000	ET explained 68% of JS
Employee promotion	0.520	0.270	0.268	110.370	0.000	EP explained 27% of JS
Health and safety management	0.253	0.064	0.061	20.332	0.000	HS explained 6% of JS
Discipline management	0.071	0.005	0.002	1.508	0.220	DM explained 0.5% of JS
Grievance handling	0.072	0.005	0.002	1.535	0.218	GH explained 0.5% of JS

						JS
Labour relations	0.207	0.043	0.040	13.325	0.000	LR explained 4% of JS
HRM Department/Section	0.956	0.913	0.913	3.136E3	0.000	D explained 9% of JS
Job security	0.915	0.836	0.836	1.524E3	0.000	JS explained 84% of JS
Working conditions	0.118	0.014	0.011	4.213	0.041	WC explained 1% of JS
Team orientation	0.711	0.506	0.504	305.259	0.000	TO explained 51% of JS
HR policy	0.405	0.164	0.161	58.343	0.000	P explained 16% of JS
Communication strategy	0.214	0.046	0.043	14.328	0.000	CS explained 5% of JS
Employee empowerment	0.070	0.005	0.002	1.463	0.227	EM explained 0.5% of JS

Table 6: Simple Regression Results of HRM Practices on Job Satisfaction

	R	R Square	Adjusted R Square	F	Sig	Conclusion
HR Practices on General JS	0.883	0.780	0.779	1.056E3	0.000	HRM Practices explained 78% of general JS
HR Practices on Intrinsic JS	0.990	0.981	0.981	1.505E4	0.000	HRM practices explained 98% of intrinsic JS
HR Practices on Extrinsic JS	0.725	0.526	0.524	330.618	0.000	HRM practices explained 53% of extrinsic JS

Major Findings 03

- a. Significant and strongly associated HRM functions on job satisfaction are 1) job itself, 2) job redesign, 3) HRP, 4) recruitment, 5) selection, 6) hiring and induction, 7) training and development, 8) career management, 9) pay management, 10) employee transfer, 11) HR department/section, and 12) job security.
- b. Significant and weakly associated HRM functions on job satisfactions are 1) employee promotion, 2) team orientation, and 3) HR policy.
- c. Very weakly associated HRM functions on job satisfaction are 1). performance evaluation, 2) welfare management, 3) management of incentive, 4) health and safety management, 5) labour relations, 6) working conditions and 7) communication strategy.
- d. HRM functions which are not associated with job satisfaction are 1) discipline management, 2) grievance handling and 3) employee empowerment.
- e. There is a significant and strong association of HRM practices on job satisfaction.
- f. There is a significant and strong association of HRM function on intrinsic job satisfaction.
- g. There is a significant moderate association of HRM functions on extrinsic job satisfaction.

Discussion and Recommendation

The sample data presents a positive and strong correlation and association of HRM practices on job satisfaction and intrinsic job satisfaction. However, when considering the extrinsic job satisfaction, it has a positive and strong correlation with HRM practices and positive and moderate association with HRM practices. As Khan et al. (2012), Wright et al. in 2003 (cited by Omar et al. 2013), Spector in 1997 (cited in Omar et al. 2013), Huselid in 1995 (cited by Omar et al. 2013) and Petrescu and Simmons (2008) pointed out there is a positive and strong correlation between HRM practices with job satisfaction.

Various research findings help to prove some of the relationship and association of HRM functions with job satisfaction. Relationship or association of compensation of workers with their job satisfaction was one finding of the study and Rasouli et al. (2013), Ting (1997), Absar et al. (2010), Hock (2011), Jeet and Sayeeduzzafar (2014), Droussiotis and Austin (2007), Tasema and Soeters (2006), Delaney and Huselid (1996), Syed and Yah (2012), Masoodul et al. (2013), Oyeniyi et al. (2014) Sarker (2014), Khan et al. (2012), Ray and Ray (2011) and Niazi (2014) stressed that there is a relationship or association of compensation with job satisfaction. Another finding of the study is that there is a positive and strong relationship and association of HRM practices on job satisfaction and this finding is confirmed by Jeet and Sayeeduzzafar (2014), Bradley, Petrescu and Simmons (2004), Delaney and Huselid (1996), Oyeniyi et al (2014), Sarker (2014), Garcia (2005), Absar et al. (2010), Rasouli et al. (2013), Majumder (2012), Ray and Ray (2011), Niazi (2014) and Ijiqu (2015). As Aswathappa (2008), Weeratunga (2003) and Absar et al. (2010), there is a relationship of HR planning with job satisfaction and this finding is confirmed by the finding of this study. The finding of this study reveals that there is a strong relationship and association of employee selection on job satisfaction and it is almost equal to the finding of Delaney and Huselid (1996). As Majumder (2012), there is no relationship between job design and job satisfaction and it was not confirmed by the findings of this study.

This study found that there is no association and relationship of employee empowerment with job satisfaction and it is contradictory to the findings of Delaney and Huselid (1996), Syed and Yah (2012), Ray and Ray (2011) and Khan et al. (2012). However, this finding is confirmed by Mumtaz et al. (2011). As Syel and Yah (2012), there is a positive correlation of grievance handling with job satisfaction. However, the finding of this study is contradictory to Syel and Yah. According to the findings of Absar et al. (2010) and Delaney and Huselid (1996), there is a significant effect of labour relation with job satisfaction and it was not confirmed by this study. The relationship and association of performance evaluation with job satisfaction were found by Absar et al. (2010), Jeet and Sayeeduzzafar (2014) and Omar et al. (2013). However, Mumtaz et al. (2011) pointed out that performance evaluation is not a predictor of job satisfaction and this is confirmed by the findings of this study. Relationship and association of job redesign, hiring & induction, career management, welfare management, management of incentive, employee transfer, health & safety management, discipline management, HRM department, job security, HR policy and communication strategy with job satisfaction are new findings of this study.

The recommendation of the study is that management of the company has to practice good HRM within the company to enhance the job satisfaction of workers and further it says that several HRM functions such as training & development, compensation, promotion, job security, recruitment & selection, career management etc. should be handled properly and in an appropriate manner.

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