

## The Impact of Human Resource Practices on Employee Job Satisfaction in Ground Handling Agencies of Pakistan.

**<sup>1</sup>Abdul Ahad, <sup>2</sup>Hamza Akram, <sup>3</sup>Muhammad Inam**

<sup>1</sup>University of Sialkot

<sup>2</sup>North China Electric Power University, Beijing China

<sup>3</sup>The Superior University Lahore

*abdul.ahad@uskt.edu.pk*

*hamza.akram@uskt.edu.pk*

*inam.ikram@hotmail.com*

---

### ARTICLE DETAILS

#### **History**

*Received : August*

*Revised Format : September*

*Accepted : October*

---

#### **Keywords :**

the impact HR practices, job satisfaction, organization, employees

---

### ABSTRACTS

The focus of this research was on “The Impact of HR Practices on Employee Job Satisfaction”. The purpose of research was to study the impact of various Human resource practices on employees’ job satisfaction. Secondary data was gathered through library and Internet searches of literature. Questionnaires were used to collect the primary data. The data was analyzed using SPSS software for frequencies, regression parameters, and cross tabulation. Statistics concepts were used to interpret the results. A sample size of 150 people who were requested to fill out questionnaires based on their overall job experience in various Ground Handling Agencies of Pakistan. The targeted Ground Handling Agencies whom data is collected are Shaheen Airport Services, Dnata Ground Handling, PIA and Menzies Aviation. The findings suggested that the reward system and promotion practices have a significant impact on the job satisfaction of employees of Ground Handling Agencies/companies. When more incentives and promotion opportunities are provided on monthly or yearly basis respectively to employees the more satisfied, they are with their jobs.

---

©2021 STIM Lasharan Jaya Makassar

---

## INTRODUCTION

The term Human Resources was first utilized in 1960s when the estimation of work, inspiration, employing methods and generally speaking work environment conduct began picking up consideration. HR can be depicted as the division answerable for overseeing assets identified with workers of an association. It centers on overseeing everything identified with the association's human capital.

To guarantee that approaches are being followed appropriately and workers are fulfilled they follow a lot of practices. The effect of these practices can either be certain or negative. Practices fluctuate from association to association as each organization has its own comprehension. This depends on the conditions where they are working and mastery of the administration

The key obligations identified with human asset the board include: association and use of work power, support of work power, estimation and evaluation of work power execution, work investigation and staffing, proficient advancement of laborers, and usage of remuneration frameworks for representatives.

Occupation Satisfaction can be characterized as the sentiment of satisfaction one gets from his/her activity. HR rehearses impact various issues identified with representatives and

\*Corresponding Author Email Address: *abdul.ahad@uskt.edu.pk*

© 2021 STIM Lasharan Jaya Makassar

the association itself. One of them is the worker work fulfillment, the negative effect can intensify the association condition and the general activities of the association

## **Background**

In recent times, job satisfaction is seen as a global issue. Job satisfaction plays an important role in operations efficiency and stability in organization's work environment. Most of the people spend more than half of their life working. If the workers don't feel satisfied with their jobs, they won't give their best, overall operations efficiency will decline. Job satisfaction is also linked with job turnover and early retirement. The eyes of researchers haven't shifted towards Pakistan and so therefore little research has been conducted on HR practices in the unindustrialized countries (Aycan et al. 2000). So there is much space to dig into and look for factors affecting the level of Job satisfaction in employees.

In terms of global perspective, HR practices can be seen from a different mindset. It is often seen that HR departments of foreign companies are found to be more mature and capable of achieving employee satisfaction. A common reason observed is that they adhere to the globally accepted HR practices. Company leadership believes in providing training benefits to their HR resources so that they can work effectively for the organization. Based on what they have learnt, policies change which effects the culture of the organization in a positive way.

In terms of local perspective, HR practices can be seen as a deteriorating element in an organizations culture. In our local organizations it is observed that practices are not followed or practices are not developed. This creates frustration among employees thus leading to the failure of organizational failure. The research aims to identify the practices that are being followed as well as their impact on the structure of organization

## **Research Question**

How HR practices effect employee's Job satisfaction?

## **Significance of Study**

This examination is of criticalness as much work hasn't been done on the effect of HR rehearses on worker work fulfillment in nations like Pakistan. The fundamental reason for this examination is to perceive how HR rehearses are executed in Pakistan and how various practices impact the degree of occupation fulfillment in workers.

## **LITERATURE REVIEW**

### **Job Satisfaction**

Job satisfaction can be defined as the overall affective state resulting from an approval of all aspects of an employee's job (Vroom, 1964). So essentially the degree of fulfillment and disappointment is one of the perspectives which is identified with worker work fulfillment (Spector, 1997). There is a positive connection between HR practices and employment fulfillment (Yu and Egri, 2005). So as to get by in the present-day globalized world, it is essential for an association to figure attainable approaches and practices to help the representative employment execution (Akinbode, 2011). Without this it is difficult to improve profitability of the association and amplify its representative's proficiency in an interesting manner (Zia-ur-Rehman et al., 2015).

## Reward

A prize system is a pack/structure that contains benefits which can be money related or non-financial (Jawaad et al., 2019). Prizes are likewise named as the need of a worker since when prize will be connected with the representative's craving it will rouse him/her to an elevated level (Kalleberg, 1977). A reasonable prize framework and an effective reward system is of importance as it increases the personnel's' morale and inspires them to work better, which further results in better profitability, productivity and intensity of the organization (Lawler, 1990). Prizes assume a significant job in creating and supporting responsibility among the workforce and ensures that representative's ability and duty is looked after (Malhotra, Budhwar, and Prowse, 2007).

Exceptionally remunerated representatives are more substance than others with less prize and authoritative workers (Miller, 1980). There are three fundamental parts of pay are "fix pay, adaptable compensation and advantages" fix pay is the compensation which is irritable compensation on the base of administrations of worker. Adaptable or flexible compensation is the aggregate of increase sharing pay rewards and offer in organization and exceptional installments. Last one is benefits as installment for transportation cost and nourishment and so forth with the end goal of inspiration of representatives. Pay additionally upgrades fearlessness and endeavors of representatives for their work (Roussel, 1999). Employment fulfillment and pay are connected and have been featured in various examinations as far as pay scale, work hours, stipends, incidental advantages and employer stability which impact the activity fulfillment and extreme results of the association (Iqbal, Arif, and Abbas, 2011).

## Recruitment and Selection

Enrollment is the way toward picking a person for a specific activity inside an association through pulling in, shortlisting and choice. As said by Ofori and Aryeetey (2011) the term enlistment can be comprehended as a lot of the activities whose fundamental point is to recognize, draw in and connect with the best people who will be appropriate the accomplish the key objectives of the association. As indicated by Sekiguchi (2007), associations recruit various people and due to that they have to go with their PO fit with a specific class of representatives, in what direction they can improve the hierarchical results. Because of the outrageous rivalry in the work advertise the organizations should gadget the enlistment procedure in an auspicious way, utilizing current and one of a kind innovative arrangement, where the procedure of enrollment itself must be coordinated by a showcasing technique (Slavić, Bjekić and Berber, 2017). An uncommon quality determination positively affects an expansion in the standard for dependability, hierarchical duty and the general efficiency of faculty (Sutanto and Kurniawan, 2016)

As per Suszko and Breaugh (1986), as long as a representative going through the enrollment process knows exactly what is expected of him/her and what he/she can expect from the company, there is no inflationary desire in the workplace; however, it becomes easier to meet work needs, reduce the rate of truancy, and increase representatives' trust in the organization, as well as their overall job satisfaction.

## **Performance Evaluation**

Performance evaluation is concerned about the explanation of representatives' work desires, assisting with singular worker development and the aggregate development of the whole workforce, just as guaranteeing that pay structure planning fuses execution. It guarantees that workers have a familiarity with how associations anticipate that them should act corresponding to authoritative objectives after their exhibitions are assessed (De Waal, 2004). Cleveland, Mohammad, Skattebo and Sin (2003) depicted four purposes served by execution appraisal: to isolate people, highlight a person's characteristics, complete and survey human resource structures in affiliations, and document specialist decisions. For long stretch suitability of the legitimate system delegates' pleasant acknowledgments towards execution evaluation are noteworthy (Longenecker and Nykodym 1996; Roberst 1992). If delegates are not content with evaluation they won't see the extra worth (Bernardin and Beatty 1984; Dobbins, Cardy and Platz Vieno 1990). Assessment satisfaction is one of the important factors influencing employee satisfaction (Moussavi and Ashbaugh, 1995; Murphy and Cleveland, 1995). Malcolm and Jackson (2002) talk about three fundamental reasons why execution assessments are finished. One reason is the thing that they term execution surveys. Next, they state reward surveys and term it as normally separate conversations yet have an effect on the assessment framework in which the administrator decides rewards and feedback

## **Communication, Employee Relations and Teamwork**

In their study, Danish, Ahmad, and Ramzan (2013) depicted working environment as the base for an organization where the representatives carry out their responsibilities. Workplace is one of the central point influencing worker fulfillment and association responsibility. Representatives who feel better in their working environment are bound to work all the more enthusiastically and value the workplace contrasted with the ones who don't feel a similar way (Khuong and Vu, 2014). Moos, (1994) suggested that workplace comprises of the components like: interest; group solidarity; chief's help; task direction; work pressure; self-governance; lucidity; advancement, physical solace, and administrative control. In a previous study (James and James, 1989) perceived a couple of estimations to measure working environment which incorporate "work challenge, work self administration, pioneer work help, sensibility and estimation of remuneration system". As indicated by Hanaysha (2016), working environment is one of the key standards of hierarchical duty.

## **Empowerment**

Empowerment alludes to the expanded association of individual inspiration at work through allotting position to the most reduced level in an association where a proficient or steady choice can be made (Conger and Kanungo, 1988). It is the apparent opportunity to pick how the people do their assignments (Kizilos, Spreitzer, Nason, 1997). The fundamental of representative empowerment is to expand worker execution so as to arrive at a specific objective and to be a section in dynamic (Seibert, Silver and Randolph, 2004). It assumes a job in upgrading work fulfillment which consequently is showed by representatives' apparent activity connections and henceforth their diminished pressure (Zhang, Bartol, 2010). As indicated by various investigations (Seibert, Silver and Randolph, 2004; Koberg, Boss, Semjem and Goodman, 1999), strengthening assumes a significant job in making a positive work understanding and a feeling of commitment towards association advancement.

## Promotion

The process of promotion can be defined as upgrading to a better level or post in an organization's hierachal structure. Sikula (2000) defines promotion as a movement of a current position to a higher position within an organization. Promotion can be termed as a way of gratifying the employees of a company or organization for fulfilling the goals of the organization, hence it acts as a way of harmonizing the goals of organization with goals of an individual (Lazear & Rosen, 1981). Pergamit and Veum (1989) claim that giving employees more chances to advance will increase job satisfaction. Limited advancement chances lead to employee discontent and increased likelihood of quitting the company (Shields and Ward, 2001). Employees who are aware that they may advance in a company will be happier with their current job (De Souza, 2002).

## METHODOLOGY

### Research Type

This particular research which had taken place is quantitative in nature. A factual methodology has been utilized so as to dissect the essential information accumulated from the poll reviews for this examination.

### Research period and data type

The type of data used is primary in nature. It was obtained through a sample size of 150 people who were requested to fill out questionnaires based on their overall job experience in Ground Handling Agencies in Pakistan. The research data from was gathered from the October 2020 till the mid of May 2021.

### Planned sample and population

The population that is targeted includes both male and female who currently are employed in a Ground Handling Agencies and have experienced multiple HR practices used in the firm they are working. The sample size chosen was 150; people were approached with questionnaires through Google forms and direct contact. The minimum monthly household income for this sample size was Rs.50, 000

Table 3 Instrumental Description

Variable	Creators	Year	No. Of Items
Job Satisfaction	Gardner, Moynihan, Park, & Wright	2001	3
	Tan & Lau	2012	2
Reward	Gardner, Moynihan, Park & Wright	2001	3
	Bowra, Sharif, Saeed & Niazi	2012	2
Empowerment	Conway & Monks	2008	1
	Gardner, Moynihan, Park & Wright	2001	3
Recruitment & Selection	Chen & Huang	2009	3
	Mostafa	2013	4
Communication, Employee Relations and Teamwork	Mostafa	2013	2
	Conway & Monks	2008	3
Performance Evaluation	Tan & Lau	2012	4
	Bowra, Sharif, Saeed & Niazi	2012	1
Promotion	Bowra, Sharif, Saeed & Niazi	2012	3

## Research hypothesis

- H1: Job satisfaction and reward have a significant relationship.
- H2: Job satisfaction and empowerment have a significant relationship.
- H3: Job satisfaction and recruitment and selection process have a significant relationship.
- H4: Job satisfaction and communication, employee relations and teamwork have a significant relationship.
- H5: Job satisfaction and performance evaluation have a significant relationship.
- H6: Job satisfaction and promotion have a significant relationship.

## Techniques

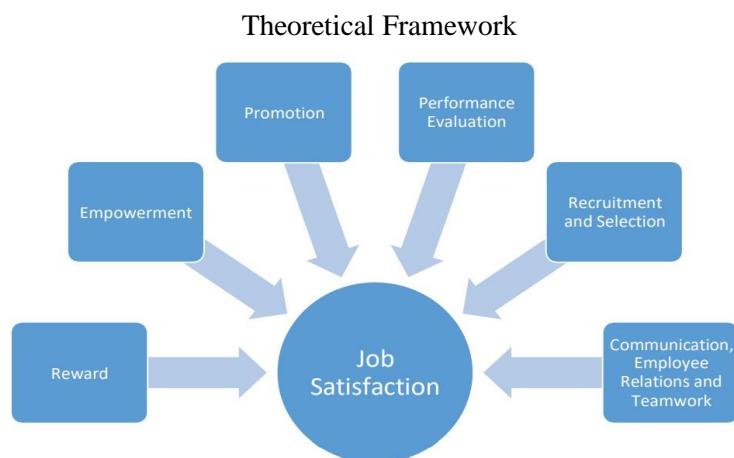
A structural equation model will be used to examine the structural relationship. It complies with both multi regression analysis and factor analysis. A confirmatory factor analysis will be conducted to check how well the variables represent their constructs. PATH analysis will be done to compare two or more models. Lastly, the cronbach's alpha value will be used to measure the internal consistency of all the variables.

## Data analysis

The softwares used for data analysis of this research will be SPSS and AMOS. A differential analysis will be conducted. Regression Analysis and SEM will be conducted on AMOS while the descriptive analysis and Cronbach's Alpha value will be calculated on SPSS.

## Data interpretations

In order to analyze and interpret the data based on the results, the regression model and SEM will be used as an approach, based on that we will conclude whether there is a significant relationship between the independent variables and the dependent variable



## RESULTS AND ANALYSIS

### Data Analysis

This particular chapter of the research paper discusses and analyzes the collected data in two different stages. During the first stage for the analysis of the collected data, Confirmatory Factor Analysis model will be used using Amos. This will include in depth analysis of (i) factor loadings of individual items (ii) Construct reliability (iii) AVE and lastly

(iv) Divergent validity among all the constructs. Along this IBM SPSS software was used to calculate Cronbach's Alpha to check the consistency of the construct. The final stage will include, to accept or reject the selected hypothesis based on those results using structural equation model.

## **Demographics**

Data was collected from 150 employees working in various organizations who have experienced different HR practices. Among 150 respondents, 46% of them were females while 54% were males. Majority of the respondents (28.7%) had monthly income within the range of Rs 151,000 - 200,000. Majority of the respondents (33 %) were within the age of 26-35 while 30% were within the age of 18-25 and 26% of the users were with the age of 36-45. Moreover, about 9.3% of the respondents were above 45 and 1.3% were below 18. The results are given in table 4.1.

## **Reliability Analysis**

In order to check the reliability of the instrument Cronbach Alpha test was used. Lee Cronbach developed the Cronbach Alpha test to measure the internal consistency of the instrument. The acceptable level for Cronbach Alpha is 0.700-0.89 (Tessema and Soeters, 2006). The overall Cronbach Alpha was 0.951. The individual score lies between 0.7 for promotion to 0.857 for reward. The results are exhibited in table 4.2

## **Measurement Model**

### ***Factor Loading***

Factor loading can be defined as the correlation coefficient for the variable and it also shows the variance explained on a particular factor by a particular variable. For interpreting the factors, the factors loadings which were greater than 0.5 (Hassan, Hassan, Khan& Iqbal, 2013) were only considered. The factor loading ranged from 0.794 for rewards to 0.599 for promotion.

### ***AVE***

Average Variance Extracted (AVE) is a measure where variance is captured due to measurement error by the construct. The factor loadings ranged from 0.503 for communication to 0.794 for reward. For AVE values above 0.411 were considered. In accordance with Fornell and Larcker (1981), AVE should be higher than 0.5 but 0.4 is also acceptable if construct reliability is higher than 0.6, leading to an adequate construct for construct validity. The values ranged from 0.411 for promotion to 0.554 for reward.

### ***Construct Reliability***

In scale reliability Construct Reliability (CR) measures internal consistency and among the observed variables it indicates the shared variance. Construct reliability for all the variables is equal or above the range of 0.7 which indicates that discriminant validity holds (Hair, Black, Babin, Anderson, & Tatham, 1998). The range of construct reliability lies between 0.700 for promotion to 0.861 for reward

### ***Structural Equation Model (Path Analysis) R Square***

The value of R square was 0.445 which disclosed that 44.5% of the variation in the dependent variable (Job Satisfaction) was due to the independent variables (Reward, Empowerment, Recruitment and Selection, Communication, Performance Evaluation and Promotion).

### ***Adjusted R Square***

The value for Adjusted R square 0.422. This revealed that in the dependent variable which was Job satisfaction, 42.2% of the variation was due to the independent variables which were (i) Reward, (ii) Empowerment, (iii) Recruitment and Selection, (iv) Communication, (v) Performance Evaluation and lastly (vi) Promotion adjusted to the number of variables.

### ***Regression Equation for Model 1***

Equation: Job Satisfaction = 0.953 + 0.335 Reward – 0.054 Empowerment + 0.082 Recruitment and Selection + 0.104 Communication, Employee Relations and Teamwork + 0.114 Performance Evaluation + 0.198 Promotion

The above equation shows that 1 unit increase in reward will result in an increase in Job satisfaction by 0.335 units, 1 unit increase in empowerment will result in a decrease in the employment satisfaction by 0.054 units, 1 unit increase in Recruitment and Selection will result in an increase in the Job satisfaction by 0.082 units, 1 unit increase in communication, employee relations and teamwork will result an increase in the overall Job satisfaction by 0.104 units, 1 unit increase in Performance Evaluation will an increasing impact on the Job satisfaction by 0.114 units and 1 unit increase in promotion will upsurge the Job satisfaction by 0.198 units.

### ***Hypothesis Testing***

Multiple regression was run to investigate the relationship of independent variables which are (i) reward, (ii) empowerment, (iii) Recruitment and Selection, (iv) communication, employee relations and teamwork, (v) Performance Evaluation and (vi) promotion with the dependent variable, employees overall Job satisfaction. This was done to statistically test the proposed hypothesis of the research. The hypothesis, the coefficients and t-statistics value of all the variables have been shown in table 4.4 in the appendix.

H1: Job satisfaction and Reward have a significant relationship.

H1 will be accepted since its p-value is 0.000, which is less than 0.05.

H2: Job satisfaction and Empowerment have a significant relationship.

H2 will be rejected since its p-value is 0.394, which is greater than 0.05.

H3: Job satisfaction and Recruitment and Selection process have a significant relationship.

H3 will be rejected since its p-value is 0.167, which is greater than 0.05.

H4: Job satisfaction and Communication, employee relations and teamwork have a significant relationship.

H4 will be rejected since its p-value is 0.111, which is greater than 0.05.

H5: Job satisfaction and Performance Evaluation have a significant relationship.

H5 will be rejected since its p-value is 0.075, which is greater than 0.05.

H6: Job satisfaction and Promotion have a significant relationship.

H6 will be accepted since its value is 0.003, which is less than 0.05.

## DISCUSSIONS

HR practices were tested to see if they had an impact on employee Job satisfaction. Empowerment, Recruitment and Selection, Communication, employee relations and teamwork, and Performance Evaluation were found to have little or no impact on job satisfaction. On the other hand, Rewards and Promotion did have a statistically significant impact on worker satisfaction. The results of H1 show that reward practices have an impact on Job satisfaction.

The reward practices show positively significant relationship with employee satisfaction and are in accordance with the study done previously (Bowra et al., 2012). In an emerging country like Pakistan where personnel of public region organizations love to get rewards instead of acknowledgment. According to the past researches rewards act as an important element for employee's Job satisfaction of public sector organizations in unindustrialized countries (Javed et al., 2012).

The results of H2 show that empowerment does not have a major impact on Job satisfaction. This can be attributable to that fact that we are living in a developing country and here not many people consider empowerment as important like rewards or promotion for achieving Job satisfaction till now. But if in a region, people start becoming more aware about the factors which influence the overall Job satisfaction then empowerment might become significant.

The results of H3 show that the Recruitment and Selection processes do not have much of an impact on a worker's employment satisfaction and is insignificant. This can also depend upon the region where the employees are from. In a country like Pakistan, the Recruitment and Selection isn't much up to the merit and neither it is the process so the people have a negative perception towards its. Due to this they don't relate the process to their Job satisfaction. Even according to a previous study (Mostafa, 2013) the employees who did fill the questionnaire did not have positive views towards their organization's hiring process.

The results of H4 show that communication, employee relations and teamwork are considered insignificant in this study. From the above results, it can be concluded that co-workers, teamwork and communication have no major impact on employee's Job satisfaction. These results are in accordance with past studies (Akhter et al., 2016), so the management should focus on this as well variables inceit is vital for Job satisfaction.

The results of H5 show that Performance Evaluation does not have a significant impact on employee's Job satisfaction. Since the p-value for this variable was slightly higher than the cutoff value, this means that it did have some impact but not enough to create satisfaction for an employee towards his/her job. The reason for this is not many employees in this region give importance to Performance Evaluation. Due to lack of fair procedures in the country it isn't considered an important factor to influence an employee's Job satisfaction.

According to the above stated hypothesis statement H6 and its calculated p-value, promotion practices is of significance in the model. This shows that elevation practices have a 21 positive major impact on the employment satisfaction which results in a better employee performance in the organization (Bowra et al., 2012). The results of this study are also in accordance with one of the previous studies (Baloch et al., 2010).

## References

Ahmed, A., Zaman, Y., & Khattak, A. (2017). Impact of HR practices on employee's job satisfaction: A case study from fertilizer industry of Pakistan. *Management Science Letters*, 7(5), 225-232.

Ahmed, I., & Yohanna, Y. (2014). Training and development as a tool for enhancing employee's productivity: A case study of Ashaka cement company, Nigeria Plc. *IOSR Journal of Business and Management*, 16(5), 17-26.

Akhter, N., Hussain, A., Bhatti, M. U. S., Shahid, F., & Ullah, H. M. E. (2016). Impact of HR Practices on job Satisfaction: A Study on Teachers of Private and Public Sector. *International Review of Management and Business Research*, 5(2), 572.

Akinbode, G. A. (2011). Demographic and dispositional characteristics as predictors of organizational citizenship behaviour. *IFE PsychologIA: An International Journal*, 19(1), 375-404.

Al-Mzary, M. M. M., Al-rifai, A. D., & Al-Momany, M. O. E. (2015). Training and Its Impact on the Performance of Employees at Jordanian Universities from the Perspective of Employees: The Case of Yarmouk University. *Journal of Education and Practice*, 6(32), 128-140.

Aycan, Z., Kanungo, R., Mendonca, M., Yu, K., Deller, J., Stahl, G., & Kurshid, A. (2000). Impact of culture on human resource management practices: A 10-country comparison. *Applied Psychology*, 49(1), 192-221. 23

Baloch, Q. B., Ali, N., Kiani, T. S., Ahsan, A., & Mufty, A. (2010). Relationship between HR Practices and Perceived Employees' Performance of Bankers in NWFP, Pakistan (An Empirical Evidence). *European Journal of Social Sciences*, 18(2), 210-214.

Barry, T. (1993). Empowerment: the US experience. *Empowerment in Organizations*, 1(1).

Bartel, A. P. (1994). Productivity gains from the implementation of employee training programs. *Industrial relations: a journal of economy and society*, 33(4), 411-425.

Bernardin, H. J., & Beatty, R. W. (1984). Performance appraisal: Assessing human behavior at work. Kent Pub. Co..

Bokemeier, J. L., & Lacy, W. B. (1987). Job values, rewards, and work conditions as factors in job satisfaction among men and women. *The Sociological Quarterly*, 28(2), 189-204.

Bowra, Z. A., Sharif, B., Saeed, A., & Niazi, M. K. (2012). Impact of human resource practices on employee perceived performance in banking sector of Pakistan. *African Journal of Business Management*, 6(1), 323.

Cleveland, J. N., Mohammed, S., Skattebo, A. L., & Sin, H. P. (2003). Multiple purposes of performance appraisal: A replication and extension. In Annual conference for the Society for Industrial and Organisational Psychology (pp. 68-72).

De Waal, A. A. (2004). Stimulating performance-driven behaviour to obtain better results. *International Journal of Productivity and Performance Management*, 53(4), 301- 316.

DeSouza, R. N. A. (2002). Walking upright here: countering prevailing discourses through

reflexivity and methodological pluralism: a thesis submitted in partial fulfilment of the requirements for the degree of Master of Arts in Nursing at Massey University, Albany, New Zealand (Doctoral dissertation, Massey University).

Dessler, G. (2006). A framework for human resource management. Pearson Education India.

Dobbins, G. H., Cardy, R. L., & Platz-Vieno, S. J. (1990). A contingency approach to appraisal satisfaction: An initial investigation of the joint effects of organizational variables and appraisal characteristics. *Journal of Management*, 16(3), 619-632.

Dobbins, G. H., Cardy, R. L., & Platz-Vieno, S. J. (1990). A contingency approach to appraisal satisfaction: An initial investigation of the joint effects of organizational variables and appraisal characteristics. *Journal of Management*, 16(3), 619-632.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.

Gardner, T. M., Moynihan, L. M., Park, H. J., & Wright, P. M. (2001). Beginning to unlock the black box in the HR firm performance relationship: The impact of HR practices on employee attitudes and employee outcomes. CAHRS Working Paper Series, 75.

Hair, J. F., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (1998). Multivariate data analysis (Vol. 5, No. 3, pp. 207-219). Hanaysha, J. (2016). Testing the effects of employee engagement, work environment, and organizational learning on organizational commitment. *Procedia-Social and Behavioral Sciences*, 229, 289-297.

Hassan, M., Hassan, S., Khan, M. F. A., & Iqbal, A. (2013). Impact of HR practices on employee satisfaction and employee loyalty: An empirical study of government owned public sector banks of Pakistan. *Middle-East Journal of Scientific Research*, 16(1), 01-08. 25

Igalens, J., & Roussel, P. (1999). A study of the relationships between compensation package, work motivation and job satisfaction. *Journal of organizational behavior*, 20(7), 1003- 1025.

Inuwa, M. (2015). Impact of job satisfaction, job attitude and equity on the performance of non academic staff of Bauchi State University Nigeria: The moderating role of physical working environment (Doctoral dissertation, Universiti Utara Malaysia).

Iqbal, M. Z., Arif, M. I., & Abbas, F. (2011). HRM Practices in Public and Private Universities of Pakistan: A Comparative Study. *International Education Studies*, 4(4), 215-222.

James, L. A., & James, L. R. (1989). Integrating work environment perceptions: Explorations into the measurement of meaning. *Journal of applied psychology*, 74(5), 739.

Jawaad, M., Amir, A., Bashir, A., & Hasan, T. (2019). Human resource practices and organizational commitment: The mediating role of job satisfaction in emerging economy. *Cogent Business & Management*, 6(1), 1608668.

Javed, M., Rafiq, M., Ahmed, M., & Khan, M. (2012). Impact of HR practices on employee job satisfaction in public sector organizations of Pakistan. *Interdisciplinary journal of contemporary research in business*, 4(1), 348-363.

Jimenez-Jimenez, D., & Sanz-Valle, R. (2012). Studying the effect of HRM practices on the knowledge management process. *Personnel Review*, 42(1), 28-49.

Kalleberg, A. L. (1977). Work values and job rewards: A theory of job satisfaction. *American sociological review*, 124-143. 26

Khuong, M. N., & Le Vu, P. (2014). Measuring the effects of drivers organizational commitment through the mediation of job satisfaction: A Study in Ho Chi Minh City, Vietnam. *International Journal of Current Research and Academic Review*, 2(2), 1-16.

Koberg, C. S., Boss, R. W., Senjem, J. C., & Goodman, E. A. (1999). Antecedents and outcomes of empowerment: Empirical evidence from the health care industry. *Group & organization management*, 24(1), 71-91.

Koch, M. J., & McGrath, R. G. (1996). Improving labor productivity: Human resource management policies do matter. *Strategic management journal*, 17(5), 335-354.

Lazear, E. P., & Rosen, S. (1981). Rank-order tournaments as optimum labor contracts. *Journal of political Economy*, 89(5), 841-864.

Longenecker, C. O., & Nykodym, N. (1996). Public sector performance appraisal effectiveness: A case study. *Public Personnel Management*, 25(2), 151-164.

Malcolm, M., & Jackson, T. (2002). Personnel Practice. Chartered Institute of Personnel and Development.

Miller, J. (1980). Individual and occupational determinants of job satisfaction: A focus on gender differences. *Sociology of work and Occupations*, 7(3), 337-366.

Moos, R. H. (1994). Work environment scale manual. Consulting Psychologists Press.

Mostafa, A. M. (2013). The relationship between high performance HR practices and employee attitudes: the mediating role of public service motivation and person-organization fit (Doctoral dissertation, Cardiff University).

Murphy, K. R., & Cleveland, J. N. (1995). Understanding performance appraisal: Social, organizational, and goal-based perspectives. Sage.

Ofori, D., & Aryeetey, M. (2011). Recruitment and selection practices in small and medium enterprises: Perspectives from Ghana. *International Journal of Business Administration*, 2(3), 45.

Pitaloka, E., & Sofia, I. P. (2014). The affect of work environment, job satisfaction, organization commitment on OCB of internal auditors. *International Journal of Business, Economics and Law*, 5(2), 10-18.

Ramous Agyare, G. Y., Mensah, L., Aidoo, Z., & Ansah, I. O. (2016). Impacts of performance appraisal on employees' job satisfaction and organizational commitment: A case of microfinance institutions in Ghana. *International Journal of Business and Management*, 11(9), 281-297.

Sikula, A. F. (1975). Personnel administration and human resources management. John Wiley & Sons. Seibert, S. E.,

Silver, S. R., & Randolph, W. A. (2004). Taking empowerment to the next level: A multiple-level model of empowerment, performance, and satisfaction. *Academy of management Journal*, 47(3), 332-349