

Does Global Human Resource Practice Affect Employee Job Satisfaction In Palestinian Firm's? An Evidence-Based Analytical

Tamer M. Alkadash¹

Ph.D. Candidate in Management, ¹Center of postgraduate studies and professional development, Limkokwing University of Creative Technology, Malaysia

Abstract: *The paper aim to explore the impact of global human resource practice on employee job performance in Palestinian firm's based on human resource studies in several cultures. A literature review covered the relationship between the variables. A quantitative method used in this study, the result indicate global human resource practice has a positive significant impact on employee job satisfaction in Palestinian firms. This paper contributes to existing knowledge by testing HR practices in different firms. However, the study result provide practitioners with better insights into some practices that could elevate the employee job satisfaction. Future studies needs to explore other global human resource practices affect on organizational commitment, employee behaviors and attitude in different industries and different countries.*

Keywords: Global Human Resource Practices (GHRP), Human Resource, Job Satisfaction, Management.

1. Introduction

In this world increasing globalization depend on employee job satisfaction, therefore, a global human resource that can ideally provide a competitive advantage has become more essential [1]and[2]. employees job satisfaction is foundations of success in the organizations; researchers involved in the management of human capital and have fully focused on global HR practices[3]. In fact, global HR practices are related to employee performance that has been well documented. Significant research on the global HR Practices performance relationship has been established and global HR practices are related to a number of firm performance measures such as market value, return on equity, and operational measures of performance [4].

Global human resources departments are transforming as the modern business faces numerous and complex challenges, and exploit opportunities [5]. The transformation of global human resources today is a direct call for the rapid changes within businesses due to factors such as globalization [6]. In the global competition within the flat and connected new world, decision making in organizations has become increasingly intricate and convoluted. The new global world has widened the talent pool for excellent and marginal workers and for permanent and fluid workers[7]and[8]. An organization's talent can be a source of a sustained competitive advantage and can affect important organizational outcomes such as survival, profitability, customer satisfaction level, and employee performance [9] and [10]. Human resources need to take advantage of technology and data analytics to build a global human resource information system that collects and stores data from various source s[11]. The system will help to analyze the data to provide business insights, predict future needs and develop strategies to fill those needs. Companies with the ability to foresee and sustainably manage their workforce needs – especially for high skills – will gain the decisive

competitive advantage [12].

Global staffing, global training, global performance appraisal and global leadership development are the components of global human resources with the greatest potential for powerful leverage for global firms[13]. The effect of global human resource management (GHRM) practices popularly known as HR practices on organizational performance, employee attitudes, turnover, commitment, and productivity has been a leading area of research in the developed world for years[14][15][16],[17] and [19]. But surprisingly, very limited number of studies have been conducted on HR practices in the context of developing countries in general and Palestine in particular. Since the very limited number of studies have been conducted on global HR practices in the context of developing countries in general[20] and Palestine in particular[21]and[22]. This study has been conducted to fill the obtainable research gap and to explore the effect global HR practices and job satisfaction in the context of Palestine firms. This study will help Palestinian academicians, researchers, policy-makers, practitioners, students, for more study on the global human resource in Palestine. Thus, there is a necessity to study the relationships of these global HR practices on employee job satisfaction to understand whether it is worthwhile to implement these kinds of practices. It would also offer an opportunity for organizations to eliminate the practices that are obsolete

2. Literature Review

2.1 Employee Job Satisfaction

The most referred definition of job satisfaction was offered by [23] who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job. Employee job satisfaction is an inter-disciplinary term that has been paying attention of the researchers and

practitioners from different disciplines such as psychology, human resource management, organizational behavior. In literature, there are a large number of studies that analyze the term from many different perspectives and its relationship with various organizational variables [24]. But there is no universal definition of employee satisfaction that exposes all these dimensions at the same time. Most of the definitions emphasize the importance of employees' job-related perceptions that link their expectations and what they receive in return describes job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. [25] In his manuscript said job satisfaction is a general attitude of employees either favorable or unfavorable towards the job.

2.2 Global Human Resource

A review of the literature reveals that there are three main perspectives on HRM practices. The universalistic approach states that there is an identifiable set of best practices, which when executed could lead to organizational improvements. The contingency approach attempts to contextualize the various HRM practices to different organizational settings and strategies. The configurational approach argues that a good fit between various HRM practices and organizational strategy would improve the HRM-firm performance relationship [26]. However, HRM practices have been defined in several aspects. defined of 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. Besides, HRM practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives [27]. [28]viewed HRM practices a set of practices used by the organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. Against this backdrop, we concluded that HRM practices relate to specific practices, formal policies, and philosophies that are designed to attract, develop, motivate, and retain employees who ensure the effective functioning and survival of the organization.

Therefore, global human resource management refers to the policies and practices involved in carrying out the 'global human resource(GHR)' aspects of a management position including global human resource planning, global job analysis, global recruitment, global selection, global orientation, global compensation, global performance appraisal, global training and development, and global labor relations [29],[30]and[31]. global Human Resource Management (GHRM) is composed of the policies, practices, and systems that influence employees' behavior, attitude, and performance [32],[33] and [34]. There are four top models of HRM such as the Fombrun, Tichy, and Devana Model of HRM, the Harvard Model of HRM [35], the Guest Model of HRM, and the Warwick Model of HRM [36]. Out of these models, Guest Model of HRM is considered to be much better than other models [37]. In an early review of the HR Practices literature in different countries shows the most common HR Practices studies are recruitment, selection,

training and development, compensation, rewards, and recognition [38],[39],[40] and [41]. Six global HR practice selective hiring, compensation policy, rewards, recognition, training and development and information sharing have been studied with relation to employee job satisfaction [42],[43],[44],[45] and [46]. Regardless of these different ideologies, there are a number of common HRM practices that are overlapping in the three approaches in improving employee job satisfaction. In this study, an expert panel made up of four HR practitioners has been selected most common of global human resource practices to set in Palestine environment.

Global Training and development

The human resource development process aimed at assisting individuals in acquiring skills and developing abilities needed to perform various tasks at the workplace [47]. Once appointed, the employees should undergo various training programmes based on the nature of their jobs and responsibilities[48]. The employee feeling less than competent to do a task, are more likely to leave the field, or if they choose to stay, their productivity would be suboptimal. Hence, Training and development is one means of improving workforce utilization and thereby potentially raising job satisfaction[49].

Global Recruitment

Recruitment and selection are part of a hiring process which determines the decisions as to which candidates will get employment offers[50]. The hiring process is completed with the socialization stage involves orientating new employees to the organization and to the units in which they will be working. It is important that new employees be familiarized with the Company's policies, procedures, and performance expectations[51].

Global Performance Appraisal

Performance appraisal involves the identification, measurement, and management of human performance in organizations [52]. Generally, organizations conduct appraisals for administrative and/or developmental purposes. In terms of administrative purpose, the appraisal are used as the basis for a decision about the employee's work condition, including promotions, termination, and rewards. While developmental uses of appraisal, which are geared toward improving employees' performance and strengthening their job skills, including counseling employees on effective work behavior and sending them for training[53].

Global Compensation

An organizational perspective, compensation is often viewed as an employer's designs and administrations of the various types of pay systems (financial and financial payments) in rewarding its employees who perform job or service [54] most employers design pay systems based on internal organizational variables whereby the type, level and/amount of pay are allocated to employees based on job structure[55]. As compensation was used as rewards that employees receive for work performed, compensation, therefore tends to affect employees' morale and job satisfaction. Benefit, pay, and incentives are some of the compensation package, cited in the most human resource management text to create value for

organizations and its employees. Results from other studies have examined compensation was one of the strongest determinants of employee attitudes, motivation and behaviors[56].

2.3 Global Human Resource Practices on Job Satisfaction

There are several studies that seek to examine the correlation between HR practices and employee job satisfaction. [57] studied the impact of human resource practices on job satisfaction: A global study across 48 countries. They study aimed to determine the effect of high-performance human resource practices on job satisfaction across four cultural regions – Asia, Europe, North America, and Latin America. High-performance human resource practices were used to predict job satisfaction for each region and then compared to determine significant differences. Hofstede's cultural dimensions were employed as a basis for structuring hypothesized differences across cultural regions. They found There are significant relationships between job characteristics and job satisfaction across all regions of the world, with a sense of achievement universally the most important driver. Although job characteristics impact job satisfaction across all regions, there are significant differences in the relative importance of job characteristics on job satisfaction, consistent with Hofstede's cultural dimensions. [58] they examined the relationship between Human resource management practices and workers' job satisfaction. However, HRM practices raise workers' overall job satisfaction and their satisfaction with pay. [59] carried out a study to investigate human resource practices of contractors that lead to job satisfaction of professional staff, however, the finding of the study show HR practices are significantly correlated with job satisfaction. [60] carried out an empirical study on employees' perceptions of Human Resource Management (HRM) practices in the architectural industry. they found most of the respondents were satisfied with their jobs overall, although they were least satisfied with their pay. [61] he observes the relationship between HR Practices i.e. (Training and Development, Respect and Integrity, Opportunities for Growth/Career Path, Increments & promotion, performance appraisal, compensation, and benefits) with the employee job satisfaction in the textile industry in Pakistan. he found These HRM practices have a significant positive impact on employee Job satisfaction. The main objective of the study is to measure the level of employee job satisfaction on different HR practices. however, the result of the study shows that among the HR practices employee job satisfaction is positively associated with the attitude of top management, promotional opportunity and benefits, and services. [62] they studied Measurement of Employees' Job Satisfaction on HRM Practices of Commercial Banks in Bangladesh, The results of the study indicate HRM practice a positively and significantly correlated with job satisfaction. they studies aim to explore the impact of HR practices on job satisfaction in the context of Bangladesh. A total of 60 responses from 20 manufacturing firms were collected and analyzed objectively. It was found that HR practices have a significant association with job satisfaction (JS). In addition, human resource planning (HRP), and training and development (TND) were found to have a positive impact on job satisfaction (JS). It

was also found that TND has the greatest impact on JS. other similar countries could benefit from this paper by exploring the association between HR practices and job satisfaction. Hence, the study on the link should be continued, especially from the global perspective, as the impact of global HR practices on employee job satisfaction has never been studied before. Thus, it is proposed that there is a positive relationship between those global HR practices and employee job satisfaction.

3. Methodology

This study is basically an exploratory study. Exploratory studies are a valuable means of finding out 'what is happening; to seek new insights; to ask questions and to assess phenomena in a new light' [63]. It can be linked to the activities of the traveller or explorer. Its great advantage is that it is flexible and adaptable to change. This is a quantitative study whereby data is collected in a cross-sectional manner using questionnaires. The questionnaire on global HR practices and employee job satisfaction was distributed to the employees in by HR department. The questionnaire statements were adapted based on the literature review, as discussed above. The questionnaire contained three sections, which are the background of the respondents, global HR practices, and employee job performance. The instrument tries to measure the extent of the implementation of the HR practices explained in the article and the ten dimensions of employee job satisfaction, the statements of global HR and employee job performance designed to answer based on Five-point Likert scale with responses ranging used in the questionnaire from 1 = "Strongly Disagree", 2 = "Disagree", 3 = "Neutral", 4 = "Agree", 5 = "strongly agree". The data collected after 45 days after sending the questionnaire. Out of 230 questionnaires distributed to telecommunication firms in Palestine, only 210 was collected and 189 used for this study after cleaning the data missed.

4. Result and Findings

Table 1 shows the demographic characteristics of the respondents. The majority of the respondent's sample are male (75.3%), between 34-44 years old (39.5%), married (85.2%), bachelor degree graduated (66.2%) and year of experience between 5-10 years (37.0%) that were indicated in the questionnaires

Table 1: Respondent Profile

Demographic details	100%
Gender	75.3 %
Age	39.5 %
Marital Status	85.2 %
Education	66.7%
Year of Experience	37.0 %

Source: Field Survey, 2017

Table 2 shows the descriptive statistics for research variables, the mean score of the GTD is at level 4.65, out of a possible maximum score of 5, the GS mean score is at level 4.91 out of a possible maximum score of 5, the GPA mean score is at level 4.82 out of a possible maximum score of 5, the GC

mean score is at level 4.69 out of a possible maximum score of 5. Overall, the independent variable the EJS mean score is at level 4.11 out of a possible maximum score of 5.

Table 2: Descriptive Statistics of the Measurement Variables

Variables	M	SD
GTD	4.65	0.719
GR	4.91	0.756
GPA	4.82	0.797
GC	4.69	0.743
EJS	4.41	0.749

Note GTD= global training & development, GR = global recruitment, GPA= global performance appraisal, GC= global compensation and EJS= employee job satisfaction.

Table 3: Regression Results

Independent Variables	Standardized Coefficients	t-values
GTD	.316	3.34
GR	.201	2.87
GPA	.375	2.10
GC	.169	2.36
R2	.823	
Adjust R2	.817	
F	36.2	

Dependent variable employee job satisfaction

Regression analysis which was conducted on employee job satisfaction as the dependant variable and four global HR practices as the independent variables: global Recruitment, global training & development, global Performance Appraisal, global Compensation handling to telecommunication firms in Palestine. Results of regression analysis indicate adjusted R2 of 0.817 and a F-value 36.2 with four independent variables (see table3). Adjusted R2 of 0.817 reveals that 81.7 % of total variance of employee job satisfaction is explained by pre-specified bundles of HRM practices. That is fourth independent variables in the model account for 81.7% of total variance in dependant variable: employee retention

Based on table 3, there is a relationship statistically significant at the significance level ($0.05 = \alpha$) between (global training & development, global recruitment, global performance appraisal and global compensation) on employee job satisfaction at telecommunication firm's respondents. Variable global training & development show value of (Beta = 0.316, T value 3.34) for the variable global recruitment show value of (Beta = .201, T value 2.87), variable global performance appraisal show value of Beta = 0.201, T value at level 2.10) and for the last variable which is global compensation & benefits show the value of Beta = 0.169, T value 2.36). The regression result findings based on the Table 3, the researcher could accept the research hypothesis.

5. Discussion

There were significant differences in the degree to which adapting global human resource practices impacted job satisfaction. This study is particularly important in light of the human resource management practices, the fact that today's corporations are large multinational in nature due to

fewer trade barriers, growing international economies, fast communication, and outsourcing. The regression analyses for each region showed similarities in the significance of the fourth human resource practices as relates to overall job satisfaction. The results of this study indicate that GHRP is impressively being practiced in the Palestinian firms. GHRP were found to be highly integrated into the overall organizational goals and objectives of the sampled companies. Findings of this study show that providing global training and development for employees is positively related to employee job satisfaction. The result proof from the previous research[64].The study is quite significant in this respect global recruitment on employee job satisfaction. The resulting proof from the previous research[65].The result indicated there is a significant in this respect global performance appraisal on employee job satisfaction. The result proof from the previous research[64] and [65]. The result indicated there is a significant in this respect global compensation on employee job satisfaction. The result proof from the previous research [66].

Overall the model is supported by data and the results suggest that GHRP, global training, career planning system and job definition are the key strategic HR practices that influence employee job satisfaction in the Palestinian firms. It therefore, implies that companies operating in the Palestinian firm's should pay more attention to these practices with a view to improving their implementation across the industry.

5.1 Limitation and Suggestion for Research

No research is without limitations including the current research. The study was conducted on a small sample of organizations which would limit the generalization of the findings. Nevertheless, it does provide some empirical knowledge of global HR practices in a developing country that is Palestine. It also explored the relationship of global HR practices only four dimensions with employee job satisfaction. Beside these dimensions there might be other dimensions of GHRP such as job security, can influence the employee job satisfaction. The findings of the study will be useful to develop further research hypotheses on what other global HR practices used in different countries can design for developing employees to several organizational in Palestine content. as results highlighted the importance of GHR as a means to realize cherished organizational values concern for employees' job satisfaction in Palestine firms. Future research also needs to explore what other global human resource practices affect on organizational commitment, employee behaviors and employee attitude in different industries in Palestine, and different countries. The future study also can add more variables as the outcome of employee job satisfaction. This study has shown that while achievement an important determinant of job satisfaction in Palestine.

References

- [1] Bratton J, Gold J. Human resource management: theory and practice. Palgrave Macmillan; 2012 Jun 15.

- [2] Budhwar PS, Debrah YA, editors. Human resource management in developing countries. Routledge; 2013 Mar 7.
- [3] Kompas SM, Sridevi MS. Employee engagement: The key to improving performance. *International journal of business and management*. 2010 Nov 21;5(12):89.
- [4] Buller PF, McEvoy GM. Strategy, human resource management and performance: Sharpening line of sight. *Human resource management review*. 2012 Mar 31;22(1):43-56.
- [5] Jackson SE, Schuler RS, Jiang K. An aspirational framework for strategic human resource management. *Academy of Management Annals*. 2014 Jan 1;8(1):1-56.
- [6] Kapoor, B. and Sherif, J., 2012. Human resources in an enriched environment of business intelligence. *Kybernetes*, 41(10), pp.1625-1637.
- [7] Akanbi, P.A. and Itiola, K., 2013. Impact of Globalization on Human Resource Practices in a Manufacturing Firm in Nigeria. *European Journal of Business and Management*, 5(6).
- [8] Kumar, B., 2015. IMPACT OF GLOBALIZATION ON HUMAN RESOURCE MANAGEMENT. Editorial Board, p.46.
- [9] Çalışkan EN. The impact of strategic human resource management on organizational performance. *Deniz Bilimleri ve Mühendisliği Dergisi*. 2010;6(2).
- [10] Chun JS, Shin Y, Choi JN, Kim MS. How does corporate ethics contribute to firm financial performance? The mediating role of collective organizational commitment and organizational citizenship behavior. *Journal of Management*. 2013 May;39(4):853-77.
- [11] Kavanagh MJ, Johnson RD, editors. Human resource information systems: Basics, applications, and future directions. Sage Publications; 2017 Jul 25.
- [12] Akanbi, P.A. and Itiola, K., 2013. Impact of Globalization on Human Resource Practices in a Manufacturing Firm in Nigeria. *European Journal of Business and Management*, 5(6).
- [13] Kapoor B, Sherif J. Global human resources (HR) information systems. *Kybernetes*. 2012 Mar 2;41(1/2):229-38.
- [14] Absar, M.M.N., Azim, M.T., Balasundaram, N. and Akhter, S., 2010. Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh. *Petroleum-Gas University of Ploiesti Bulletin*, 62(2), pp.31-42.
- [15] Moideenkutty U, Al-Lamki A, Sree Rama Murthy Y. HRM practices and organizational performance in Oman. *Personnel Review*. 2011 Feb 8;40(2):239-51.
- [16] McClean, E. and Collins, C.J., 2011. High-commitment HR practices, employee effort, and firm performance: Investigating the effects of HR practices across employee groups within professional services firms. *Human Resource Management*, 50(3), pp.341-363.
- [17] Kehoe RR, Wright PM. The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of management*. 2013 Feb;39(2):366-91.
- [18] Mahal PK. HR practices as determinants of organizational commitment and employee retention. *IUP Journal of Management Research*. 2012 Oct 1;11(4):37.
- [19] Alkadash, T., 2015. The Implications of Employee Training Programs on The Employee Productivity A Study with reference to Private Sector Organizations in Palestine. *International Research Journal of Business and Management - IRJBM*, (6).
- [20] Joarder MH, Sharif MY, Ahmmed K. Mediating role of affective commitment in HRM practices and turnover intention relationship: A study in a developing context. *Business and Economics Research Journal*. 2011 Oct 1;2(4):135.
- [21] Al-Jabari M, Hafiz M. Factors affecting human resource practices in a sample of diversified Palestinian organizations. *Tourism & Management Studies*. 2013;2.
- [22] Khoury, G., The Impact of HR Practices on Innovation Culture—The Case of Bank of Palestine.
- [23] Bateman, T.S. and Organ, D.W., 1983. Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of management Journal*, 26(4), pp.587-595.
- [24] Milliken FJ, Martins LL. Searching for common threads: Understanding the multiple effects of diversity in organizational groups. *Academy of management review*. 1996 Apr 1;21(2):402-33.
- [25] Aziri B. JOB SATISFACTION: A LITERATURE REVIEW. *Management Research & Practice*. 2011 Dec 1;3(4).
- [26] Arthur JB. Effects of human resource systems on manufacturing performance and turnover. *Academy of Management journal*. 1994 Jun 1;37(3):670-87.
- [27] Tan CL, Nasurdin AM. Human resource management practices and organizational innovation: assessing the mediating role of knowledge management effectiveness. *Electronic Journal of Knowledge Management*. 2011 Apr 1;9(2):155-67.
- [28] Buller PF, McEvoy GM. Strategy, human resource management and performance: Sharpening line of sight. *Human resource management review*. 2012 Mar 31;22(1):43-56.
- [29] Daley, D.M., 2012. Strategic human resources management. *Public Personnel Management*, pp.120-125.
- [30] Harzing AW, Pinnington A, editors. *International human resource management*. Sage; 2010 Nov 12.
- [31] Quresh TM, Akbar A, Khan MA, Sheikh RA, Hijazi ST. Do human resource management practices have an impact on financial performance of banks?. *African Journal of Business Management*. 2010 Jul 4;4(7):1281.
- [32] Kehoe RR, Wright PM. The impact of high-performance human resource practices on employees' attitudes and behaviors. *Journal of management*. 2013 Feb;39(2):366-91.
- [33] Guest DE. Human resource management and performance: still searching for some answers. *Human resource management journal*. 2011 Jan 1;21(1):3-13.
- [34] Jiang K, Lepak DP, Hu J, Baer JC. How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating

- mechanisms. *Academy of management Journal*. 2012 Dec 1;55(6):1264-94.
- [35] Beer M. *Managing human assets*. Simon and Schuster; 1984.
- [36] Bratton J, Gold J. *Human resource management: theory and practice*. Palgrave Macmillan; 2012 Jun 15.
- [37] Absar MM, Azim MT, Balasundaram N, Akhter S. Impact of human resources practices on job satisfaction: Evidence from manufacturing firms in Bangladesh. *Petroleum-Gas University of Ploiesti Bulletin*. 2010 Jun 1;62(2):31-42.
- [38] Gabriel JM, Gabriel LJ, Nwaeke LI. Reappraising Human Resource Management Practices as Predictor of Employees' Performance in the Nigerian Banking Industry: Current Evidence. *nature*. 2015;7(24).
- [39] Cascio WF, Boudreau JW. The search for global competence: From international HR to talent management. *Journal of World Business*. 2016 Jan 31;51(1):103-14.
- [40] Parakandi M, Behery M. Sustainable human resources: Examining the status of organizational work-life balance practices in the United Arab Emirates. *Renewable and Sustainable Energy Reviews*. 2016 Mar 31;55:1370-9.
- [41] Al-Sarayrah S, Obeidat BY, Al-Salti Z, Kattoua T. The effect of culture on strategic human resource management practices: A theoretical perspective. *International Journal of Business Management and Economic Research*. 2016 Jul 1;7(4):704-16.
- [42] Vlachos I. The effect of human resource practices on organizational performance: evidence from Greece. *The International Journal of Human Resource Management*. 2008 Jan 1;19(1):74-97.
- [43] Pfeffer J. Seven practices of successful organizations. *California management review*. 1998 Jan 1;40(2):96-124.
- [44] Chew J, Chan CC. Human resource practices, organizational commitment and intention to stay. *International journal of manpower*. 2008 Sep 12;29(6):503-22.
- [45] Marchington M, Grugulis I. 'Best practice' human resource management: perfect opportunity or dangerous illusion?. *International Journal of Human Resource Management*. 2000 Jan 1;11(6):1104-24.
- [46] Vlachos IP. The effects of human resource practices on firm growth. *Human Resource Management: Issues, Challenges and Opportunities*. 2011 Apr 15;108.
- [47] Knowles MS, Holton III EF, Swanson RA. *The adult learner: The definitive classic in adult education and human resource development*. Routledge; 2014 Dec 5.
- [48] Hopkins D. *Improving the quality of education for all: A handbook of staff development activities*. Routledge; 2015.
- [49] Hosie P, Jayashree P, Tchantchane A, Lee BS. The effect of autonomy, training opportunities, age and salaries on job satisfaction in the South East Asian retail petroleum industry. *The International Journal of Human Resource Management*. 2013 Dec 1;24(21):3980-4007.
- [50] Rivera, L.A., 2012. Hiring as cultural matching: The case of elite professional service firms. *American Sociological Review*, 77(6), pp.999-1022.
- [51] Khaemba AW. THE ROLE OF ORGANIZATIONAL SOCIALIZATION ON EMPLOYEE PERFORMANCE AT EQUITY BANK IN KENYA. *Strategic Journal of Business & Change Management*. 2015 Jan 20;2(1).
- [52] Gruman JA, Saks AM. Performance management and employee engagement. *Human Resource Management Review*. 2011 Jun 30;21(2):123-36.
- [53] Huselid MA, Becker BE. Bridging micro and macro domains: Workforce differentiation and strategic human resource management.
- [54] Batt R, Colvin AJ. An employment systems approach to turnover: Human resources practices, quits, dismissals, and performance. *Academy of management Journal*. 2011 Aug 1;54(4):695-717.
- [55] Bloom N, Van Reenen J. Human resource management and productivity. *Handbook of labor economics*. 2011 Dec 31;4:1697-767.
- [56] Carraher SM. Turnover prediction using attitudes towards benefits, pay, and pay satisfaction among employees and entrepreneurs in Estonia, Latvia, and Lithuania. *Baltic Journal of Management*. 2011 Jan 11;6(1):25-52.
- [57] Karin Andreassi J, Lawter L, Brockerhoff M, J. Rutigliano P. Cultural impact of human resource practices on job satisfaction: a global study across 48 countries. *Cross cultural management*. 2014 Jan 28;21(1):55-77.
- [58] Ileana Petrescu A, Simmons R. Human resource management practices and workers' job satisfaction. *International Journal of Manpower*. 2008 Nov 14;29(7):651-67.
- [59] Lim LJ, Ling FY. Human resource practices of contractors that lead to job satisfaction of professional staff. *Engineering, Construction and Architectural Management*. 2012 Jan 6;19(1):101-18.
- [60] Islam, I.N., 2016. Human Resource Management Practices: Architects' Perception and Job Satisfaction. *Human Resource Management*, 4(1).
- [61] Niazi MM. Impact of Human Resource Practices on Job Satisfaction: A study of textile industry of Pakistan. *Studies*. 2014;3(1).
- [62] Uddin MJ, Rahman MM. Measurement of Employees' Job Satisfaction on HRM Practices of Commercial Banks in Bangladesh. In *Proceedings of 11th Asian Business Research Conference, BIAM Foundation, Dhaka, Bangladesh 2014*.
- [63] Kothari CR. *Research methodology: Methods and techniques*. New Age International; 2004.
- [64] Absar MM. Industrial relations in Bangladesh: a comparative scenario between public & private sectors. *Indian Journal of Industrial Relations*. 2012 Jul 1:19-27.
- [65] Uddin MJ, Rahman MM. Measurement of Employees' Job Satisfaction on HRM Practices of Commercial Banks in Bangladesh. In *Proceedings of 11th Asian Business Research Conference, BIAM Foundation, Dhaka, Bangladesh 2014*.
- [66] Niazi, M.M.K., 2014. Impact of Human Resource Practices on Job Satisfaction: A study of textile industry of Pakistan. *Studies*, 3(1).