



**NEAR EAST UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES  
DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE ROLE OF EFFECTIVE HUMAN RESOURCES MANAGEMENT ON  
EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION IN THE  
SOUTH EASTERN PART OF NIGERIA**

**MASTER THESIS**

**SUSAN NKECHI ELEKWACHI**

**Nicosia  
June, 2022**

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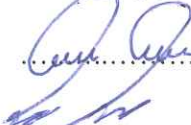
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### Approval

We certify that we have read the thesis submitted by **SUSAN NKECHI ELEKWACHI** titled **THE ROLE OF EFFECTIVE HUMAN RESOURCES MANAGEMENT ON EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION IN THE SOUTH EASTERN PART OF NIGERIA** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

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## **Declaration**

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this study.

SUSAN NKECHI ELEKWACHI

/ /2022

## **Acknowledgments**

May every moment of my life be dedicated to HIS worship, thanks to God Almighty, who has given me the fortitude to complete this research project.

I would first like to thank my supervisor, Dr. Laith Tashtoush, whose expertise was invaluable in formulating the research questions and methodology. Your insightful feedback pushed me to sharpen my thinking and brought my work to a higher level.

**SUSAN NKECHI ELEKWACHI**

**Abstract****The Role of Effective Human Resources Management on Employee Motivation and Employee Satisfaction in The South Eastern Part of Nigeria****Elekwachi, Susan Nkechi****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****June, 2022, 79 pages**

Effective human resource management is essential for the success of any organization. The purpose of this research is to examine the effective human resources management on employee motivation and employee satisfaction in the south eastern part of Nigeria. The study participants for the descriptive survey research are industrial workers in breweries and packaging companies in the South Eastern part of Nigeria. A total of 440 people has been considered as representatives from 2 different industries. The findings shows that human resource management correlated positively with employee satisfaction and employee motivation. The ultimate purpose of human resource management is to ensure that the organization is able to achieve success through manpower. human resource management provides the organization with required capabilities that allow its people to learn and capitalize on new opportunities. Moreover, employee motivation plays prominent role as predictor of employee satisfaction and it is important to select human resource management practice that increases employee motivation.

**Keywords:** Human Resource Management, Employee Motivation, Employee Satisfaction, Nigeria

**ÖZ****The Role of Effective Human Resources Management on Employee Motivation and Employee Satisfaction in The South Eastern Part of Nigeria****Elekwachi, Susan Nkechi****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****June, 2022, 79 pages**

Etkili insan kaynakları yönetimi, herhangi bir organizasyonun başarısı için esastır. Bu araştırmanın amacı, Nijerya'nın güneydoğu kesiminde etkin insan kaynakları yönetiminin çalışan motivasyonu ve çalışan memnuniyeti üzerinde incelenmesidir. Tanımlayıcı anket araştırması için çalışma katılımcıları, Nijerya'nın Güneydoğu kesimindeki bira fabrikalarında ve ambalaj şirketlerinde çalışan sanayi işçileridir. 2 farklı sektörden toplam 440 kişi temsilci olarak değerlendirilmiştir. Bulgular, insan kaynakları yönetiminin çalışan memnuniyeti ve çalışan motivasyonu ile pozitif bir ilişki içinde olduğunu göstermektedir. İnsan kaynakları yönetiminin nihai amacı, organizasyonun insan gücü aracılığıyla başarıya ulaşmasını sağlamaktır. İnsan kaynakları yönetimi, kuruluş, çalışanlarının yeni fırsatları öğrenmelerine ve bunlardan yararlanmalarına olanak tanıyan gerekli yetenekleri sağlar. Ayrıca çalışan motivasyonu, çalışan memnuniyetinin yordayıcısı olarak öne çıkmakta ve çalışan motivasyonunu artıran insan kaynakları yönetimi uygulamalarının seçilmesi önemlidir.

Anahtar kelimeler: İnsan Kaynakları Yönetimi, Çalışan Motivasyonu, Çalışan Memnuniyeti, Nijerya

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## CHAPTER 1

### Introduction

#### Background of the study

Effective human resource management is essential for the success of any organization, commercial or public (Du-Plessis, 2015). In contrast to other production aspects, managing human resources is both vital and difficult. Increasing complexity in resource interactions has exacerbated the problems that have developed in the administration of organizations (Baron & Kreps, 1999). There are several ways to describe management. In terms of process, it is described as science and action associated with planning, directing, and regulating the human workforce toward a shared objective in line with the agreed-upon policies, it is characterized as resource harnessing (Mathis & Jackson, 2011). An organization's most valuable assets are managed via human resources management, a purposeful and cogent method to doing so. Individually and collectively, the personnel working in the organizations contribute to the attainment of the goals of the organizations. In the words of Armstrong (2007), Workforce development entails hiring individuals, helping them improve their skills, and paying them according to the job's and the organization's needs and expectations. An organization's format system for managing people till retirement is a topic of research and a practice that concentrate on the whole processes of planning, discovering, constructing, coordinating and employing the workforce and leading the format system (Perotomode, 2001). In a competitive context, the success or failure of organizations is determined by how well or effectively their essential activities are done. However, managers have recently been recognized for focusing more on production than developing and training their workers' talents to make them more productive and happier (Burrows & Wesson, 2000).

Many people describe job satisfaction as the sentiments (both good and negative) one has about one's employment and work environment that led a person to conclude, "I am content with my job" (Job satisfaction) (Middlemist & Hint, 1981). It is a mix of psychological, physiological, and environmental factors that is enjoyable or evaluative because it takes work content and context into account. It's a well-known fact that

Organizational objectives are propelled by the level of happiness among employees according to du-Plessis (2015).

The level of work satisfaction of employees is a significant issue that human resource management should not ignore. Salary structure, organizational regulations, conditions of service, advancement, terminal benefits, and motives all play a role in determining this. To ensure employee happiness, human resources management strategies must focus on providing employees with the problems that not only promote job security but also make them happy in their jobs (Burrows & Wesson, 2000). Since people are an organization's most valuable resource, not only people but also skilled and competent individuals who must be properly managed in order to provide Job satisfaction. However, because of changes in the industry, the situation in some sectors of the economy, commercial organizations, and public organizations has the potential for a high attraction rate. Numerous relevant elements have an impact on job creation and retention, including business image, learning opportunities, acknowledgement of individual achievement, financial incentives, and working environment (among others) (Abraham & Medoff, 1985). Motivation is defined as a set of interrelated factors that originate and sustain voluntary behaviors aimed at the fulfillment of an organization's objectives, such as tension states. In the words of Hoy and Miskee (1987), It's a desire or feeling acting on the will of a person, prompting them to behave. Mathews and Jackson (2002: 161) Constant attention paid to all of an organization's financial, psychological, and physiological incentives in order to have a good, productive staff and inspire and motivate people to achieve their best while at work. When workers are inspired and motivated, they get totally immersed in the organization's operations and work to their fullest capacity. This may help a business meet its objectives and get results more quickly, efficiently, and effectively. This research work intends to investigate the relationship between effective HRM and employee satisfaction by taking the employee motivation as a mediator.

### **Statement of the Problem**

In contrast to other production aspects, managing human resources is both vital and difficult. Increasing complexity in resource interactions has exacerbated the problems that have developed in the administration of organizations (Baron & Kreps, 1999). There is

the curiosity about the relationship between employee motivation and overall job satisfaction, and what role human resources management plays in this. The reason for this is that an employee is expected to give their all in a position they find personally fulfilling. As a result, the influence of human resource management on an employee's total performance is often linked. The level of satisfaction of employees is influenced by their emotions and moods. When HRM handles topics like employee incentives, promotions, and the like carelessly, it may have a detrimental impact on the workers' emotions, which can then impair their overall motivation and happiness.

### **Research Questions**

In view of the research work, the following research questions are articulated.

- To what extent does effective human resources management effect employee's job satisfaction?
- To what extent does employee's motivation effect employee's job satisfaction?
- To what extent does a good condition of services effect employee's job satisfaction?
- To what extent does effective human resources management influences employee's motivation?

### **Research Significance**

There has been considerable interest in the impact of good human resources management on work satisfaction and motivation. Numerous eminent academics throughout the world have taken notice of it. Employee relations with their organizations are supported by the human resources management concept, which seeks to ensure that companies' work forces are used effectively and efficiently so that employers reap the greatest possible benefits from their abilities, while employees reap both material and psychological rewards for the services they provide. Human resources management has garnered a lot of interest in the past because of its positive impact on staff management efficacy and efficiency (Wickson, 2015). Organizations now operate in a dynamic and rapidly changing environment as a result of the global economy. Human resources professionals with sophisticated and advanced human resources management skills and knowledge are essential for

contemporary organizations in order to maintain competitive advantage, achieve organizational strategic goals, adapt and change quickly in response to market needs and demands (du-Plessis, 2015).

Most organizations throughout the world are in financial trouble; others are as a result of poor management of human resources. Others fail to encourage and inspire their workers because they don't realize that when people are inspired and motivated, they give their all and work to the full extent of their abilities as a result of this research, we will have a better understanding of how HRM influences organizational performance, which will lead to higher employee satisfaction. HRM has a significant impact on every organization's worker, and this research explores how HRM impacts those employees in several ways, highlighting its importance. Work on this project will help organizations handle issues like as job satisfaction, employee retention, motivation, and effective use of resources in the future. As a result, the research is significant.



## CHAPTER 2

### Literature Review and Hypotheses Development

#### Human Resource Management

The practices of human resource management originally began with industrial revolutions. The exact definition of Human resource management varies with the researchers and also, according to the researcher's point of view, its aims could also vary. According to (Armstrong, 2009), "Human resource management is only involved in attaining success with the use of people". Also, he went further to point out that HRM strategies are aimed at implementing systems and policies to effectively manage the workers. That is, achieving success in the organization through effective workers. Human resource management deals with effectively managing the individuals working in an organization for the strategic purpose of growing the business over their competitors. It involves maximizing the performance of the employees to ensure adequate input in work according to the employer's objectives (Johnson, 2009). According to (Batti, 2014), the human resource management has the highest management function within any organization regardless any other additional role they may have. The Human resource managers are completely in charge of daily planning and executions of high-level strategies within the HR department. Their line of duty covers ensuring that there are new strategies recruited for the company daily. In addition, their function includes seeing to the recruitment, benefits, training and development of the employees (Du-Plessis, 2013). As a result, several studies have made considerable efforts to make a correlation between human resource practices and business outcomes through high performance and employee satisfaction (Becker & Huselid, 1998).

HRM has increasingly considered as a source of competitive advantage (Porter, 1990) because employees, and especially their knowledge, enhance organizational capabilities (Larsen, 2001, Castro Giovanni, Garrigues-Simon, & Peris-Ortiz, 2011). Karate, Areli & Khan (2007) investigated the effect of self-efficacy on job performance, job satisfaction, and effective organizational commitment on the employees of three-, four-, and five-star hotels in Northern Cyprus. They tested the research hypotheses by using LISREL 8.30

through path analysis and identified that self-efficacy significantly influences job performance. They moreover found that job satisfaction has a significant positive influence on effective organizational commitment. Their test results also showed that job satisfaction and effective organizational commitment are negatively associated with intention to leave. The authors hope that their research can be beneficial for future studies that may wish to use this grouping to understand its potential impact on self-efficacy. Niu (2010) reported that foodservice industry workers face much higher psychological pressure with relatively lower payment compared to other industry workers such as technology industry. In an ideal foodservice industry, he suggests the consideration of the human factor. He researched the relationship between self-efficacy and career commitment in the foodservice sector on 1025 foodservice employees and the results supported the relationship between self-efficacy and career commitment. He also found that high self-efficacy degrees indicate a higher level of career commitment. According to him, previous researchers have discussed numerous motivation factors affecting career commitment, but they have not examined the relative contributions of self-system, feelings and actions. Among the beliefs with which an individual evaluates the control s/he has over his/her actions and environment, self-efficacy beliefs are the most influential negotiator of human activity.

Walumbwa & Hartnell (2011) investigated the mediation role of employee perceptions of relational identification with the supervisor and self-efficacy on the relationship between transformational leadership and supervisor-rated performance. They used the individual's ability to be creative, innovative, inspiring, and take on challenging tasks to achieve organizational goals as the performance variables. They examined 426 employees and their 75 immediate supervisors from a large automobile dealer and identified that transformational leadership was positively related to self-efficacy and rated performance. They also found that relational identification with the supervisor mediated the relationship between transformational leadership and self-efficacy which therefore positively influenced employee performance. They suggested that future studies should consider objective work performance measures. Sheehan (2005) investigated strategic HRM integration through organizations by proposing a strategic HRM integration model and testing the model via interviews with senior HR, finance and line managers in 13

Australian Best Practice companies. As a result of reviewing the change literature, he proposed some symbolic and ritualistic gestures to explain the engagement of strategic HRM integration. He suggested an ideological shift both from the HR profession and from stakeholders within the organization. Snape & Redman (2010) explore the relationship between HRM practices and individual employee attitudes and behavior at the workplace by aiming to identify the relationships between social exchange and job influence/employee discretion. As a result of collected data from human resource departments in Northeast England, they found that there is a positive impact of HRM practices on organizational citizenship behavior, through an effect on perceived job influence/discretion. However, the results do not suggest an effect for perceived organizational support. According to their findings, there is a job influence and opportunity explanation of HRM effects on employee attitudes and behavior. Nabi (2001) reported that previous research on career success has examined the differential importance of predictors of objective career success between genders. He aimed to identify the role of gender on subjective career success (SCS). He used two measures of SCS, intrinsic job success (IJS) and perceived career success (PCS), and a range of organizational policy perceptions and social support strategies as predictors by conducting a questionnaire collected from 439 administrative full-time employees in the UK. The results suggested slight support for the differential predictive power of the considered predictors of SCS for men and women. He also identified that peer support was a more powerful predictor of men's SCS, whereas personal support was a more powerful predictor for women's SCS.

Chiang, Han & Chuang (2011) researched the relationship between high-commitment human resource management and individual knowledge-sharing behavior on 198 collected data from a survey of practitioners registered in the executive MBA programs of a university in northern Taiwan. They found that High-commitment human resource management was positively related to perceived organizational support and perceived organizational support was positively associated with organizational trust and organizational commitment. They also observed that Organizational commitment was positively related with knowledge-sharing behavior and furthermore Perceived organizational support and organizational commitment mediated the relationship between high-commitment human resource management and knowledge-sharing behavior. They

suggested that, enterprises can foster knowledge-sharing behavior by adopting high-commitment HRM. They also suggested that employees become committed to their organization and then share knowledge when they feel the support of the organization. Bosele & Wyle (2002) reported that there is a rising interest in theory and practice between human resource management and total quality management (TQM) and explored the consequence of human resource management and total quality management at the organizational level. They found that affirmative perception of single employees on the human resource management and total quality management concepts influences their satisfaction and reduces the probability of leaving the company. They also observed that “Co-operation within units”, “leadership” and “salary” significantly affect employee satisfaction. Marescaux, De Winne & Sels (2012) studied the soft human resource management and self-determination theory by testing whether basic need satisfactions mediate the relationship between five human resource practices and human resource management outcomes on 5,748 employees in Belgium. Their results showed that autonomy and relatedness satisfaction moderately mediate the relationship between HR practices and HRM outcomes. Karate & Teknik’s (2006) explore the effects of work-family clash, emotional languor and intrinsic motivation, work performances, work satisfaction and affective organizational commitment on 363 front line employees of Turkish banks. They found that work-family conflict positively influences emotional languor and negatively influences job satisfaction. They also observed that intrinsic motivation has a significant negative impact on emotional exhaustion positive effect on work performance, work satisfaction, and affective commitment to the organization. They concluded that work performance positively increases job satisfaction; moreover work-family conflict and emotional exhaustion do not significantly affect job performance and organizational commitment.

Lingard & Lin (2004) investigated the relationship between career, family and job environment on women’s organizational orientation on 109 Australian women in construction companies. They identified that career choice orientation, satisfaction with career progression, work involvement, supervisory support and perception of the organizational diversity climate have significant correlations with organizational commitment. Szamosi (2006) investigate the expectations of future employees of small

and medium enterprises in terms of organizational satisfaction and value on 55 university students who are willing to work for small and medium enterprises as a step for their career goal. According to the results, new generations are found to be expecting equivalent values and satisfactions outcomes from small and medium enterprises. Latting, Beck, Slack, Tetrick, Jones, Etchegaray & Silva (2004) explored top management support for innovation and learning based on data collected from 252 employees and supervisors at six nonprofit human services agencies. They identified that workers may reciprocate support for innovation and learning as well as supervisory support for empowerment and service by increasing trust in management and improved service quality and client relationships. Dewett (2007) study the relationship between intrinsic motivation, risk taking and creativity on the collected data from private R&D organizations in the South-west United States. They identified that intrinsic motivation interfere the relationship between specified antecedents and risk-taking behavior and that this mediates the effect of intrinsic motivation on employee creativity.

According to Mamman, Kamoche & Bakuwa (2011), specialists agree that the variation in workforce can bring positive outcomes such as novel and diverse ideas. They searched variety, organizational commitment and organizational citizenship behavior by proposing a framework to explain some employees are less enthusiastic to contribute to the organization beyond their duty. They identified that workforce diversity influences undesirable outcomes. Kazlauskaite, Buciuniene and Turauskas (2012) investigated empowerment and its meaning in the HRM-performance relationship on 211 customer-contact employees in Lithuania hotels. They observed that organizational empowerment is positively related to psychological empowerment and organizational empowerment significantly influence job satisfaction and affective commitment. Furthermore, they showed that psychological empowerment and affective commitment influence organizational empowerment on customer-oriented behavior. Shen (2010) explore the levels of employees' satisfaction with human resources management practices and differences in satisfaction between employee groups on 305 employees in four private Chinese companies. He found that satisfaction levels of employees vary and are influenced by personal characteristics such as a gender, age, position, education, working years and registration status. Kuvaas & Dysvik (2009) investigated alternative relationship

between different facets of work performance and perceived investment in employee development and intrinsic motivation on the data collected from 826 employees in Norway. They identified that the relationship between perceived investment in employee development and work effort is mediated by intrinsic motivation.

### **Employee Satisfaction**

In the Human Resource department, employee satisfaction generally describes an employee's level of contentment or satisfaction with their jobs, their work experience or their organization as a whole. In order to monitor or determine the general functionality of a company, it is necessary to monitor or track employee's satisfactions overtime through surveys (Petruscu & Simmons, 2008). This is because a high-level satisfaction will tell how well an employee is being treated by their employers and this can further affect productivity. Several factors are monitored in such surveys including workload, compensation, perceptions of management, flexibility, team work etc. Although its knowledge is widely accepted in social science researches, there isn't still an exact definition to employee's satisfaction. Several definitions have been implored in explaining what employee's satisfaction entails. (George *et al*, 2008) explains it as "the employee's collection of beliefs and feelings towards their job".

According to (Mahmood, 2013), there is a higher motivation and hardworking rate amongst satisfied employees more than there with dissatisfied employees. He argues that those who are more satisfied with their jobs have the tendency to work better towards the overall success of the organization. Furthermore, there is a relationship between employees' satisfaction and other essential job-related variables like; engagement, job involvement, commitment, work stress, mental health and withdrawal behaviors (Halbesleben, 2010). Therefore, several scholars continue to research on understanding the impacts the Human Resource Management have on Employees satisfaction, because a well satisfied employee is expected to have specific goals for the organization.

Job satisfaction is the level of positivity that employees are having towards their employment. It is related to those issues that are primarily considerable to them. Job satisfaction can be characterized as a positive, passionate reaction from the evaluation of a job or particular parts of a job (Locke 1976; Smith et al. 1969). The enhanced

performance of the employees as well as improved level of commitment of employees towards organization is based on job satisfaction. Employee job satisfaction has been a vital problem for all organizations. Lack of job satisfaction resulted in high absenteeism and staff turnover which have influenced various agencies. Very insufficient companies have taken job satisfaction as a priority, due to the let down to recognizing the unique chance that lies in front of them (Orute et al., 2012). In light of expanding the number of employees at organizations, satisfying their needs, and bolster them in an exact way is so essential and vital because dissatisfaction of employees can lead to organization drop in the marketplace and may affect their profit. It can motivate the workers to leave their current job in considering a better opportunity elsewhere. Among these problems can be the increased in job tasks, lack of training, and employee performance. Moreover, the gap of this research is there are no instantaneous study on the influence of HRP such as training & development, and employee performance on job satisfaction of staff.

Job satisfaction is an overall measure of the degree to which the employee is satisfied and happy with the job (Hackman and Oldham, 1980). Job satisfaction and dissatisfaction are a function of the perceived relationship between what one wants from one's job, and what one perceives it as offering or entailing (Locke, 1969). Hulin and Judge (2003) defined job satisfaction as psychological responses to one's job, including cognitive (evaluative), affective (or emotional) and behavioral components. Satisfaction with job rewards is one of the components of job satisfaction as it measures whether the job rewards can meet employee's expectation (Balzer *et al.*, 1997). Satisfaction with HRM practices measures the appeal of HRM practices (incentives, benefits, training, support from managers, employee engagement, etc.) (Alfes *et al.*, 2013; Tran *et al.*, 2013) to employees. Employees' satisfaction with HRM practices is linked to their behavior and intention to stay (Alfes *et al.*, 2013; Kehoe and Wright, 2013).

It is important for PMs who work in the construction industry to have job satisfaction because improving job satisfaction helps in retaining valuable employees who can help sustain the company and decrease the turnover rate (Lee and Way, 2010). In a project team, when job satisfaction is met, team members feel internally connected with the

project and are willing to work hard to make the project successful (Rezvani *et al.*, 2016; Schmid and Adams, 2008).

Employee job satisfaction and performance are linked, say Boxall & Purcell (2010), because of human resources management. According to Sayadian, job satisfaction and motivation are linked, as is employee performance (2003). Employees that are satisfied are more driven and productive, according to Robbins *et al* (2007) assets. One aspect affecting employee happiness is the work itself. Employee job satisfaction is influenced significantly by a company's incentive system and motivation. Job satisfaction is strongly associated with organizational incentive and motivation schemes such as compensation, perks, promotion, and other financial rewards, according to Du-Plessis *et al*. These factors all contribute to a happy workplace (Du-Plessis *et al*, 2003). Increased job satisfaction comes from treating employees fairly and promoting those who do the same amount of effort fairly. Macky & Wilson (2013) claim that when supervisors and managers give constructive advocacy, show concern in their wellbeing, listen to their ideas and opinions, and are approachable and eager to provide assistance, workers feel happy.

Employee job satisfaction is influenced by working environment. Employer-provided workspace is referred to as a working situation. To put it another way, it's the non-monetary components of working circumstances such as amenities, safety, health, and well-being as stated by Bockerman & Ilmakunnas (2006).

Morale is a good indicator of work satisfaction since it shows how happy employees are. Employee morale is high when their demands are addressed or when they do something that is important to the company and receives value and acknowledgment in the workplace (Matthis & Jackson, 2011). According to Wicker (2011), job satisfaction leads to a good attitude at work and higher levels of performance. More flexible, imaginative, creative, and loyal employees are those that are happy in their jobs (Matthis & Jackson, 2011). Employees want a more accommodating work schedule (Fleetwood, 2007). Disappointing working circumstances have a significant impact on employee unhappiness with their jobs (Bucker man & Ilmakunnas, 2006). Human resources managers have an important role to play in increasing employee motivation. A human resources manager's (HRM's) job is to develop, execute, conduct, and establish a work environment that stimulates and



encourages individuals to perform to their best potentials in the manner an organization desires. Motivations, as defined by Brathon & Gold (2012) and Nelson & Quick (2012), are variables that encourage or force individuals to behave in a certain manner.

### **Employee Motivation**

The commitment of the employees to an organization is substantial to the overall success of the organization. Most times, for these employees to be committed, it is a dependent factor on their level of motivation and overall job satisfaction. Uncommitted employees are less likely to produce efficient performances (Wilton, 2011). Motivation is an essential tool that stimulates human activities and behaviors. Individuals do not exhibit same behaviors therefore what motivates one may not motivate the other. As a result of this diversity, the organization is expected to design practices that has been generally acceptable for the group individuals they work with. They should endeavor to look at the internal motivation their employees get from job satisfaction and with the use of external factors to provide more motivation; they should enhance it for the organizational purposes. According to Maslow's need hierarchy theory: There are five need levels and they follow a hierarchy. This means that the next level is only needed if the previous one has been essentially fulfilled. These needs are as follows; Physiological needs, security & safety need social need, Self-worth and Self-actualization. It is believed that if this Maslow's need hierarchy are all fulfilled for an employee, their motivation to work has been increased (Bateman & Snell 2013).

The major strength of an organization lies in employees who are well satisfied and motivated in their jobs and this is because they will likewise contribute to the objectives & goals of the organization with consistency. Therefore, a functional HRM system is helpful in ensuring the morale of their employees remains high (Kumar & Garg, 2011). Thus, authors such as (Robin & Coulter, 2012) have defined motivation as "The ability of a person to draw with intensity towards their direction and persistent voluntary behavior". Therefore, with the employees, their motivation drives them with enthusiasm to intensify their strength & input (intensity) in the organization for a period of time (persistence) in order to achieve certain goals & objectives (direction).

There is a lack of consensus about the meaning of ‘motivation’, and about the relationship between motivation and attitudes. It is therefore necessary to start by outlining our notion, which comes from the mainstream of attitude theory and work motivation theory. We assume first that attitudes are essentially motivational. Fishbein (1967) quotes with approval Thurstone’s definition of an attitude (‘the amount of affect for or against an object’), and equates it with a ‘mediating evaluative response’ that tends toward overt behavior. Locke (1996) continues to make values the basis of affective attitudes: “Emotions are the form in which one experiences automatized value judgements... according to the standard of one’s values. Events and situations seen as furthering one’s values produce positive emotions (happiness, satisfaction, love)”. In their review of contemporary work motivation theory, Latham & Pinder (2005) explain how attitudes express the pursuit of desired goals and values, and how the realization of goals and values sustains motivated behavior. If this conceptual model is valid, one should observe links between attitudes and work behavior. This link is supplied by Harrison et al. (2006) with their meta-analysis showing that ‘overall job attitude’ explains about 25 per cent of the variation (i.e.,  $r=0.50$ ) in workers’ ‘engagement’ behaviors (task performance, organizational citizenship, attendance, timeliness and reduced propensity to quit).

The components of overall job attitude are job satisfaction and organizational commitment. A definition of job satisfaction that fits the general framework sketched above comes from Locke & Latham (1990): ‘The degree of satisfaction or dissatisfaction has been a joint function of the degree of fulfilment of the value and the importance of the value to the individual’. Organizational commitment then enters the frame, according to these authors, as a consequence of and complement to job satisfaction: ‘Only if satisfaction leads to commitment to the organization and its goals will subsequent high-performance result’ (Locke and Pinder, 1990). Kalleberg & Berg (1987) define affective organizational commitment in terms of employees’ identification with the goals and values of the organization, and their willingness to exert effort in its behalf. To represent employee motivation in the present research, we followed this approach in using measures of job satisfaction and organizational commitment, but adapted the former to focus on ‘intrinsic’ or autonomous satisfaction, reflecting the valued experience of autonomous working (Gagné & Deci, 2005).

## **Hypotheses Development**

### ***Relationship between Human Resource Management and Employee Satisfaction***

An organization's performance and productivity can only be lauded if its people are happy and contribute meaningfully to the process. If workers are content, they have been more productive, hence it is the responsibility of human resource management to make sure this is the case. Human resource management methods and workers' job satisfaction were the focus of a previous research by Petrescu & Simmons (2008), which sought to discover the link between HRM practices and employees' general happiness at work. Two separate cross-sectional datasets of British data were obtained for the research. HR policies have a direct influence on employees' job happiness, according to the findings of the research. This influences the (H2) hypotheses of this present study; that there is a positive impact between human resource management and employee satisfaction.

There was also research among banking workers Alima & Faizuniah (2018) that looked at the role of commitment as a mediating factor in the link between HRM practices and employee engagement. According to their findings, HRM practices do have an effect on employee engagement. Their findings also showed a link between employee commitment and HRM activities (such as recruiting and selection, training and development, salary and benefits, and performance reviews), as well as a favorable association between such practices and employee satisfaction. Mizan et al (2013) discovered via their research in Bangladesh's banking sector that dedication, employee happiness, and human resource management techniques are all linked.

Review of the literature found that research from Som (2008) indicated that Human Resource Management included: (1) selection/hiring of, (2) Training/Development, (3) Wages/benefits and (4) Assessment/care which is also consistent with Sani (2012). However, Abeysekera (2007) evaluated six Human Resource (HR) practices and organizational commitment that could have an impact on the Marketing Executive Intention to Leave (MEIL) in Sri Lankan leasing companies. The results indicated that realistic job performance, job analysis, career development, compensation and organizational commitment factors were negatively and significantly correlated to the

MEIL. Results showed that compensation and job analysis are strong predictors of MEIL with organizational commitment being the strongest predictor on MEIL. This is also consistent with Arumugam and Mojtahedzadeh (2011) who found that human resource management has a positive influence on the satisfaction of employees. Nonetheless, with the current evolutionary focus on technology renewal and new sources of growth, there is a critical inclination of firms to view innovativeness and competitiveness as pertinent factors to measure firm performance (Lee and Lee, 2007).

Kuo (2011) conducted a survey of 659 employees from electronic industrial listed and over-the-counter listed technological companies in Taiwan with the results indicating that HRM strategies result in better organizational learning, organizational innovation and knowledge management capability which ultimately contributes to achieving organizational performance. It was also determined that organizational learning improves organizational innovation and accumulates knowledge management capability with organizational innovation resulting in knowledge management capability development, which contributes to the establishment of organizational development. Technological companies should therefore utilize organizational knowledge in order to enhance organizational performance. Katou (2012) surveyed data from 197 small Greek private companies (manufacturing, services, trade) and found that HRM policies, being contingent on business strategies (cost, innovation, quality), have a positive effect on organizational performance through employee attitudes and employee behaviors. Furthermore, the study supported the view that although HRM policies do not directly lead to high organizational performance, it is high-performing firms that can directly afford HRM policies. These studies in consideration, are the reason why hypotheses of this study that *is formulated*:

H1: There is a positive *relationship between human resource management and employee satisfaction*

### ***Relationship between Human Resource Management and Employee Motivation***

According to (Bateman & Snell, 2013), the Human resource managers are obligated to know what efficiently motivates their employees. They additionally stated that a couple

of ways by which managers could motivate their employees include; (1) being a part of the organization (2) stay in the organization (3) be regular to work (4) high quality performance and (5) exhibition of good membership for the company. (Snape & Redman, 2010), explored the relationship between the Human Resource Management and Employees motivation by collecting data from human resource department in Northern England. Their findings suggested a positive impact of the human resources management practices on the motivations of their employees. This strengthens the Hypothesis1 (H1) of this study; that there is a positive impact between human resource management and employee motivation.

In HRM motivation refers to an individual's need to work to their full potential to carry out a specific job or task (Armstrong and Taylor, 2014). Motivation is highly important when it comes to retaining and recruiting employees (Armstrong, 2012). The process of motivation begins with a need. For example, an employee may feel the need of a challenging task, in return for higher pay or time off. Theories argue that individuals are motivated by 'deficiencies', this being in one or more of their important needs (Armstrong, 2012) Nel et al, (2015) and Mackay (2006) are confident that identifying the key factors that motivate employees in the workplace is highly necessary for the organization to understand the important motivational factors that influence their employee's behavior and recognize any actions that need to be taken to increase their motivation. In addition to this, Stone (2013) asserts that by knowing how to motivate your employees, you should be able to increase productivity in the workplace and improve customer satisfaction, this is one significant factor that can create a competitive advantage over any competitors.

Sharma (2006) states that motivated employees are the lifeblood of an organization. Job satisfaction and organization efficiency are significantly influenced by Human Resource practices (Barling, Kelloway and Iverson, 2003). HR practice and job satisfaction have commonly been studied all over the world. It has been shown that HR practices are closely related with job satisfaction (Ting, 1997). Many scholars and practitioners are certain that HR practices result in better job satisfaction which then results in an improvement in organizational performance (Applebaum, Bailey, Berg and Kalleberg, 2000). Gould-

William (2003) expressed that the use of certain HR practices in local government organizations which the United Kingdom was linked to encourage a greater degree of job satisfaction, trust in the workplace, effort, commitment and alleged organizational performance. Kristein (2010) states that different activities within the workplace can achieve varying levels of success when trying to maintain the level of motivation in employees, it can also depend on the jobs in place. Motivation encourages people to complete their job efficiently and work hard within their organizational position (Kristein, 2010). Additionally, the same author identifies the price of motivating employees in their work is compelling at any level of an organization. It's important for a manager to understand what motivates their employees in order to get them to perform to a high standard. Kovach (1980) states that organizations are more likely to have motivated employees rather than employees with better qualifications. On the other hand, it's not easy for organizations to motivate all employees due to difficulties in facing human behaviors (Kovach, 1980).

Additional research was carried out by (Chiang *et al* 2011) on the relationship between individual behaviors & motivation and the high-commitment human resource management using a collection of 198 survey data from a university in Taiwan. They found that there is a positive relation between organizational support and the high-commitment human resource management as a result of motivation & knowledge-sharing within the organization. Therefore, the second hypothesis formulated as:

*H2: There is a positive impact between human resource management and employee motivation.*

### ***Relationship between Employee Motivation and Employee Satisfaction***

In order to increase employee happiness, motivation is an essential component. A person's motivation is the driving force behind their actions and achievements. When workers are motivated by their employers, they are more likely to be satisfied and less likely to want to leave. Our lives would be unimaginable without our jobs. More than any other activity, it takes up the most time. We define ourselves in part by the work we do, and it's difficult to have a good time if you don't have a job to go to. Any activity of this importance will

elicit strong emotions, both positive and negative, from those involved, and these reactions will reveal whether or not the individual is happy with his or her job. Lethargy and a lack of organizational commitment might result from an employee's lack of job satisfaction.

A few scholars have explored the relationship between HRM practices and employee satisfaction, such as in a rare study of HRM and job satisfaction, including morale, optimism, and staff turnover (Chow, Haddad, & Singh, 2007). Lucas and Deery (2004) studied how HRM practices are related to business performance. Tsaur and Lin (2004) examined the role of HRM practices and service behavior to promote service quality in tourist hotels. Armstrong and Taylor (2014) explored the relationship between management and employees within environments characterized by different levels of trust. Duarte, Gomes, and Neves (2015) identified the impact job satisfaction with HRM practices on perceived organizational support and turnover intention. Pelit, Ozturk, and Arslanturk (2011) and Ugboro and Obeng (2000) were interested in how empowerment and leadership styles relate to job satisfaction. On the other hand, the relationship between soft HRM and employee job satisfaction has not received a great deal of study. Soft HRM mostly refers to a study on human relations, that is, treating employees as valued assets (Gill, 1999). Furthermore, this study appears to lean heavily on the theories of commitment and motivation and other ideas derived from the field of organizational behavior (Armstrong & Taylor, 2014; Prowse & Prowse, 2010).

Employee job satisfaction is an important aspect in the service industry (Clark et al., 2008) and endeavors to explain how HRM performs its job, as found in discussions presented by Sharpley and Forster (2003), Richardson (2010), Chan and Hawkins (2010), Moutinho (1987), Lam et al. (2002), and Yang (2010). For instance, Karatepe et al. (2006) revealed that a low level of job satisfaction led to high levels of intention to leave the workplace. Additionally, employee satisfaction is a major point that predicts service quality, as guests always judge an entity's overall performance by the firm's services (Parasuraman, Zeithaml, & Berry, 1988).

As a consequence, the performance of HRM practice plays an important role in gaining staff retention, influencing employee job satisfaction, morale, and positive attitude toward the workplace (Chow et al., 2007). In contrast, employee dissatisfaction results in an un-

pleasurable attitude towards a job and can cause the deterioration of employee morale, and eventually staff turnover accordingly (Lam et al., 2001). Pizam and Thornburg (2000) posited that almost 90% of employees would quit their job when dissatisfied with the workplace. Yang (2010) also suggested that it is important for managers to monitor the employee situation very closely and remove any signs of stress and dissatisfaction immediately. Stress at work can affect an organization with employee absenteeism, intention to leave, interpersonal difficulties, and poor performance. Cho, Woods, Jang, and Erdem (2006) suggest that frustration and stress might cause employees to leave the firm. There are important factors that should be considered in HRM practices, otherwise causing candidates/employees may to refuse to work in the hotel industry; for example, workplace image, social status, nature of work, conditions of working hours, the acceptance of physical workload, and career development (Teng, 2008).

Certain needs and motives experienced by employees are indicative of their energy and dynamism while at work, such as their need for achievement and power, their level of activity under pressure and the extent to which they are motivated by a competitive environment. A number of studies (Du Plessis, 2003; Maslow, 1968; Rothmann & Coetzer, 2002; Stinson & Johnson, 1977) have shown that the extent to which people are motivated by challenging tasks and by the sense that their abilities are being stretched directly impacts on the job satisfaction that they experience. People are motivated by their objectives and goals (Spector, 2003); goal involvement and goal attainment have also been shown to be positively related to job satisfaction (Bellenger, Wilcox & Ingram, 1984; Coster, 1992; Strydom & Meyer, 2002). These results are explained by the contribution that achievement makes towards a person's self-esteem (Beach, 1980), which reinforces his or her sense of contributing towards an organization. A need for achievement is often linked to a need for power in the workplace (McClelland, 1987) and it has been shown that power is a significant predictor of job satisfaction for those workers who are motivated by it (Becherer, Morgan & Richard, 1982; Coster, 1992; Hoole & Vermeulen, 2003).

Another dimension of work motivation relates to the synergy that people experience between their motivational drive system and the characteristics of their work environment.



This includes the extent to which they are motivated by opportunities for interaction at work, by praise and tangible recognition, by the synergy between their own and the organization's values and principles, by their need for job security and by their need for opportunities for continual growth and development. The need for security is one of the most basic needs. Job security refers specifically to one's expectations about continuity in a job situation and extends to concern over loss of desirable job features, such as promotion opportunities and working conditions (Davy, Kinicki & Scheck, 1997). This variable has been shown to be an important predictor of job satisfaction (Cohen-Rosenthal & Cairnes, 1991; Davy et al., 1997; Hoole & Vermeulen, 2003; Moon, 2000; Ritter & Anker, 2002; Visser, Breed & Van Breda, 1997). Studies have also shown that many employees experience job satisfaction because their affiliation needs are being satisfied to some extent at work (Cohen-Rosenthal & Cairnes, 1991; Hoole & Vermeulen, 2003; Strydom & Meyer, 2002; Van Vuuren, 1990; Visser et al., 1997). Needs related to the self and higher-order needs that affect job satisfaction include the recognition of performance (Beach, 1980; Bellenger et al., 1984; Guppy & Rick, 1996; Van Vuuren, 1990), an environment that corresponds with personal values (Deshpande, 1996; Hoole & Vermeulen, 2003; Viswesvaran & Deshpande, 1996) and opportunities for training and development that satisfy the need for self-actualization (Coster, 1992).

The intrinsic motivation dimension refers to an increase in motivation corresponding with meaningful and stimulating work, flexible structures and procedures, and an adequate level of autonomy. Literature shows a positive relationship between job satisfaction and the need to perform jobs that are challenging and that provide variety, interest and stimulation (Becherer et al., 1982; Coster, 1992; Fried & Ferris, 1987; Jernigan, Beggs & Kohut, 2002; Kemp, Wall, Clegg & Cordery, 1983; Moynihan & Pandey, 2007; Strydom & Meyer, 2002; Vercueil, 1970; Visser et al., 1997). Literature also shows that repetitive jobs lead to lower levels of job satisfaction (Shepard, 1973; Stinson & Johnson, 1977). Autonomous activity is an innate need experienced by many people (Beach, 1980; Coster, 1992; Vercueil, 1970) and scope for greater self-regulation in a work context leads to greater job satisfaction (Agho, Mueller & Price, 1993; Becherer et al., 1982; Coster, 1992; Fried & Ferris, 1987; Guppy & Rick, 1996; Jernigan et al., 2002; Orpen, 1994; Stinson & Johnson, 1977; Tyagi, 1985; Weaver, 1988). An employee's perceived control over his or

her own work was also found to moderate the relationship between levels of motivation and job satisfaction experienced (Orpen, 1994). The extrinsic motivation dimension is represented by aspects such as the need for financial reward, positive promotion prospects, and position and status.

Extrinsic rewards provided by an organization are those that are tangible and visible to others. A significant positive correlation has been found between the extent to which people are motivated by financial reward and their level of satisfaction with the work (Agho et al., 1993; Bellenger et al., 1984; Hoole & Vermeulen, 2003; Mol, 1990; Strydom & Meyer, 2002; Thomson, 2003; Visser et al., 1997). Praise and recognition seem to be valued more by senior employees (Bellenger et al., 1984). This represents the affirmation of an individual's self-worth, which is also represented by the positive relationship between position and status as motivators and the experience of job satisfaction (Hoole & Vermeulen, 2003; Jernigan et al., 2002). Many employees, especially highly achievement-orientated people, are strongly motivated by opportunities for promotion. This has been shown to improve job satisfaction significantly (Coster, 1992; Hoole & Vermeulen, 2003; Moynihan & Pandey, 2007; Visser et al., 1997). From a foregoing, it is clear that the realization of personal and job-related characteristics that motivate an individual is related to increased job satisfaction. It was therefore hypothesized that the different dimensions of motivation representing these characteristics are positively related to job satisfaction. Research by Singh & Tiwari (2011) found a link between motivation and job satisfaction. There is a positive association between motivation and work-related satisfaction, which means that when work-related satisfaction grows, so does motivation. The third hypotheses of research are formulated as:

H3: *There is a positive relationship between employee motivation and employee job satisfaction*

### ***Mediating Role of Employee Motivation with Human Resource Management and Employee Satisfaction***

As each company works primarily with people, their abilities and talents, the main objective of the whole human potential development system is to create the conditions to meet the enterprise business concept by maximizing the performance of each employee.

The performance of employees, groups and the whole of the company as a total potential and as the overall summary of physiological and psychological abilities to deliver sustainable, desirable and appropriate performance should be cultivated and developed in a sophisticated way together with the motivation, which is the key and most dynamic attribute of each personality (individual and group). Employees and groups are supposed to be motivated systematically that can result in motivational processes leading to effective and thoughtful action (Blašková et al., 2011; Aydin & Tiryaki 2018). With regard to the size of the business, the manager's role is to manage the employees properly (Tansel & Gazioglu 2012; Mamun et al., 2018). The manager's capabilities, knowledge and achieved experience result in motivation of subordinates to create a sense of personal benefit in accordance with the business management intentions and, in this respect, a sense of satisfaction (Mura et al., 2019; Cantele & Zardini 2018). Motivation is a dynamic process driven by personal, socio-psychological, and context factors interacting with one another (Kanfer, Chen & Pritchard, 2012). It is a process responsive to individual intensity, direction, and ongoing efforts to achieve the goal. It represents a permanent process of efficiency and effectiveness asking for constant and systematic attention (Roxas, Ashill & Chadee, 2017). A competitive advantage as well as the sustainability of business processes due to higher productivity can be achieved by an enterprise through employee motivation (Daud, 2015; Jelačić et al., 2010). The application of motivation to practice is implemented through the enterprise motivation program. It is a comprehensive set of measures in the field of human resources management, which, following the other management activities of management, aims to influence actively work performance and behavior.

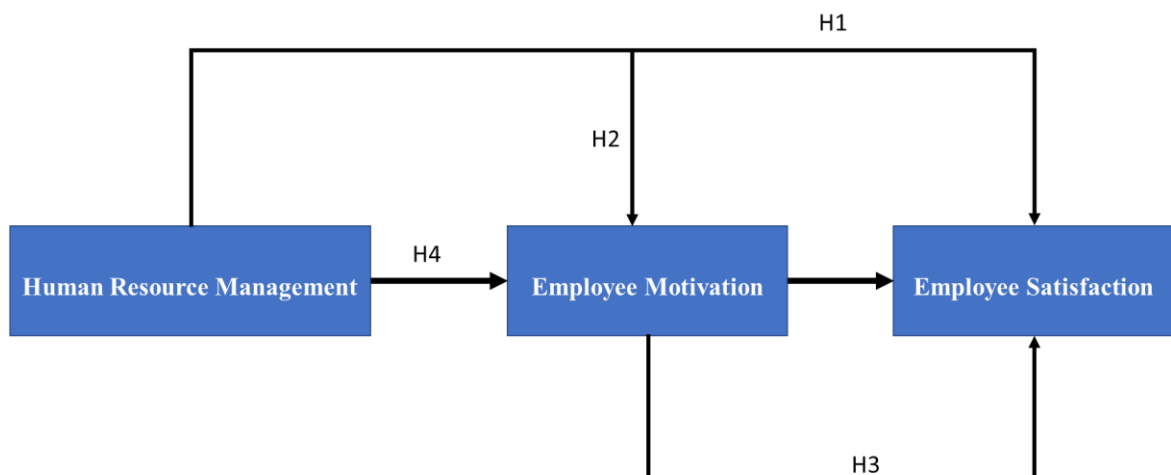
Work satisfaction, as the subjective side of every person executing work in the enterprise is an inseparable part of motivation. It is a reflection of their work and its conditions in the context of individual standards, value orientation, aspirations and expectations related to the performed activities. The objective aspect of job satisfaction is expressed by such manifestations of human working behavior as performance, efficiency, quality of work results, etc., both (subjective and objective) sides are linked, but for example, the good quality of one side does not mean that the second side must also be favorable. It is not always true that a satisfied employee is automatically efficient because, for example they

can be happy just because they are inefficient. Work satisfaction in the broad sense of the word is a positive or a positive emotional relationship based on performance and additionally, on the evaluation of the work. It is the attitude of a man to work. Previous research has confirmed that job satisfaction influences both the behavior of workers and the productivity of firms (Stacho, Urbancová & Stachová, 2013; Artz, 2008).

The need for organizations to implement practices and policies for better performance of their employees remain mandatory and according to researchers like (Akinbode, 2011), employee job satisfaction play a role in maximizing their motivation as well as efficiency within the organization.

According to a study by (Mohammad *et al*, 2017) in the university system in Malaysia on 300 faculty members, if the HRM practices implemented in the universities are fair, effective, sufficient & unbiased, the members of the faculties are well satisfied and as a result they will put in their best intensity in their jobs as their motivations are high. This means that the satisfaction of the employees should be well sought after by the HRM because it results in their work efficiency. It is as a result that hypotheses of this research is formulated as:

*H4: Employee Motivation mediate the relationship between Human Resource Management & Employee Satisfaction*



**Figure 1** Research Model

## **CHAPTER THREE**

### **Research Methodology**

This chapter presents the various methods, techniques and procedures adopted by the researcher in carrying out this research work. The various methods and procedures include, design of the study, population and instruments for data collection. Others are sample and sampling techniques, method of data collection and method of data analysis.

#### **Study Participants**

The study participants for the descriptive survey research are industrial workers in breweries and packaging companies in the South Eastern part of Nigeria

A total of 440 people has been considered as representatives from 2 different industries. Sample and classified into experienced, less experienced, active and retired workers. The population was further categorized into gender, age, position and work experience. Convenience sampling is chosen for this study because it allows for researchers to look for people who are the most accessible to collect data from and that is what has been done for this study.

The two industries to be studied include;

(1) Nigerian Breweries PLC company with a total of 3,195 employees as shown on the Nigerian Breweries PLC website;

(2) The Rigid Industrial packaging company in Nigeria with a total 1370 employees as reflected on their website as well.

The intended participants of this study are from the marketing departments (110), human resource department (110), the purchase department (110) and the operations department (110) of the both companies. This means that the marketing departments of both companies for example has been presented with 55 questionnaires each. The questionnaires have been filled with the aid of online Google forms. The link has been sent to the employees with the permission of the authority of each department through the

departmental online platforms. The Google forms are considered because they are the fastest means to get the required quantitative data given the limited time.

### **Sample and Sampling Technique**

Adopting specific sampling method in selecting packaging industries and breweries were selected to represent south-east geopolitical zone. These workers were selected for the study through convenience sampling. Convenience sampling is chosen for this study because it allows for researchers to look for people who are the most accessible to collect data from and that is what has been done for this study. Questionnaires totaling four hundred and forty (440) in number were specifically structured for workers (active, retired) with 28 questions divided amongst the variables. According to that, out of total 440 distributed questionnaires, 400 usable responses were received making 90.9% as a response rate.

### **Study Design**

This research is quantitative. A descriptive survey design was adopted to collect data for the study. Descriptive survey was used because references could be made using percentages, mean and standard deviation about the characteristics, attitude and behaviors of the sampled population. And it is also basic for all types of research in assessing the situations as a pre requisite for conclusion and generalization.

### **Instruments of Data Collection**

The instruments adopted for data collection for the descriptive survey was questionnaire. The questionnaire that has been used as instrument for data collected is adapted from a study by Nooraldeen (2017). Nooraldeen (2017) constructed the instrument and also determined the reliability of the items was greater than 0.7. This Cronbach alpha shows consistency in the questionnaire items (Cronbach, 1951). Table1 summaries the Cronbach's alpha for these scales. Internal consistency is shown by Cronbach alpha values of 0.7 or above (Taber, 2018). This questionnaire is divided into two parts with each part signifying each of the variables to be used in this study. Section A collects the demographic data of the participants with questions on age, gender, educational

experience, job title and department in the industry. The section B part presents 28 items that will measure the variables of human resource management (HRM), employee satisfaction (ES) and employee motivation (EM) which was developed by Nooraldeen (2017). The items in this section will all be answered according to 5 Likert scale from 1 to 5 and from SD TO SA respectively) of which SD= Strongly Disagree (1), D= Disagree (2), N= Neutral (3), A= Agree (4) and SA= Strongly Agree (5).

**Table 1** The Cronbach's Alpha for Research Variables

| <b>Variable Name</b>      | <b>Number of Items</b> | <b>Cronbach's alpha</b> |
|---------------------------|------------------------|-------------------------|
| Human Resource Management | <b>9</b>               | 0.943                   |
| Employee Satisfaction     | <b>9</b>               | 0.928                   |
| Employee Motivation       | <b>10</b>              | 0.814                   |
| <b>Total</b>              | <b>28</b>              | <b>0.869</b>            |

### **Method of Data Collection**

The data generated and used in the research was obtained from the responses of the sample population (respondents). The questionnaires were sent to the workers and each respondent studied and expressed their opinion. The questionnaires were collected, assembled recorded and organize for further treatment.

### **Data Analysis**

The data collected for this study has been converted and transferred into a spreadsheet (Microsoft excel) then be analyzed using SPSS. SPSS is known as the statistical package for social sciences. Descriptive analysis has been done for the data collected for this research. Descriptive analysis assists in describing, displaying, and summarizing data points in a constructive manner so that patterns may develop that satisfy all of the

conditions of the data. One of the most significant tasks in the process of doing statistical data analysis is to create a data set. The demographics frequencies, correlations, deviations, variations/dispersions have been determined among other tests like ANOVA and Pearson's.

### **Ethical Considerations**

This research was conducted taking into account the ethical implication at each stage of the research process. Approval was obtained from the Ethics Committee at Near East University for the research questionnaire before collecting data. This research was designed to meet the ethical principles of voluntary participation, ensuring that participants were not harmed, respecting their right to privacy, anonymity, and self-determination. During this research, participants were introduced to the importance of the research and its purpose, and the participation in this research is voluntary and the data collected during this research has been used for academic research purposes only and may be presented at national/international academic meetings and/or publications and has been treated with strict confidentiality. Also, the information of participants in this research has been guaranteed to be confidential and anonymous.



## CHAPTER IV

### Research Results

#### Descriptive Statistics

After collecting the questionnaire from the sample, the questionnaire response scale which contains 28 items was translated to a quantitative scale by giving the answer category 5 = Strongly Agree, 4 = Agree, 3 = Neither agree nor disagree, 2 = Disagree, 1 = Strongly Disagree. The total scores of the sample respondents for each paragraph were classified as shown in Table 2:

**Table 2** The Degree of Approval of the Questionnaire Paragraphs

| <b>Likert-Scale</b> | <b>Classification</b> | <b>Description</b>         |
|---------------------|-----------------------|----------------------------|
| 1                   | 1 – 1.79              | Strongly Disagree          |
| 2                   | 1.8 – 2.59            | Disagree                   |
| 3                   | 2.6 – 3.39            | Neither agree nor disagree |
| 4                   | 3.4 – 4.19            | Agree                      |
| 5                   | 4.2 – 5               | Strongly Agree             |

The researcher relied on the degree of approval of the questionnaire paragraphs according to (Idek et al., 2014) the rule specified in Table 6 that the approval for the paragraph is strongly disagree if the average mean of the paragraph between 1 – 1.79, disagree if the average mean of the paragraph falls between 1.8 – 2.59, neither agree nor disagree if the average mean of the paragraph is between 2.6 – 3.39, agree if the average mean of the paragraph between 3.4 – 4.19, and strongly agree if the average mean of the paragraph between 4.2 – 5.

### *Human Resource Management*

Table 3 shows the mean scores for the HRM. The respondents' mean scores for HRM items extend from 3.34 to 4.07. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking HRM were 3.74. These scores show that the clients view of the HRM did by their association are satisfactory and agree.

**Table 3** The Mean Scores for the HRM Items

| <b>Items</b> | <b>Means</b> | <b>STD</b> | <b>Degree of Approval</b> |
|--------------|--------------|------------|---------------------------|
| HRM1         | 3.34         | 1.035      | Natural                   |
| HRM2         | 4.07         | 1.111      | Agree                     |
| HRM3         | 3.75         | 1.062      | Agree                     |
| HRM4         | 4.01         | 1.062      | Agree                     |
| HRM5         | 3.36         | 1.040      | Natural                   |
| HRM6         | 3.37         | 1.047      | Natural                   |
| HRM7         | 4.05         | 1.122      | Agree                     |
| HRM8         | 3.75         | 1.051      | Agree                     |
| HRM9         | 4.01         | 1.049      | Agree                     |

### *Employee Satisfaction*

Table 4 shows the mean scores for the ES. The respondents' mean scores for ES items extend from 2.39 to 3.91. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking ES were 3.00. These scores show that the clients view of the ES did by their association are natural.

**Table 4** The Mean Scores for the ES Items

| <b>Items</b> | <b>Means</b> | <b>STD</b> | <b>Degree of Approval</b> |
|--------------|--------------|------------|---------------------------|
| ES1          | 3.12         | 1.475      | Natural                   |
| ES2          | 2.90         | 1.396      | Natural                   |
| ES3          | 3.52         | 1.236      | Agree                     |
| ES4          | 2.62         | 1.004      | Natural                   |
| ES5          | 3.00         | .869       | Natural                   |
| ES6          | 2.39         | .738       | Natural                   |
| ES7          | 3.91         | 1.165      | Agree                     |
| ES8          | 2.72         | .987       | Natural                   |
| ES9          | 2.87         | 1.183      | Natural                   |

### *Employee Motivation*

Table 5 shows the mean scores for the EM. The respondents' mean scores for EM items extend from 2.91 to 3.71. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking EM were 3.41. These scores show that the clients view of the EM did by their association are satisfactory and agree.

**Table 5** The Mean Scores for the EM Items

| <b>Items</b> | <b>Means</b> | <b>STD</b> | <b>Degree of Approval</b> |
|--------------|--------------|------------|---------------------------|
| EM1          | 3.67         | .903       | Agree                     |
| EM2          | 3.11         | .907       | Natural                   |
| EM3          | 2.91         | .752       | Natural                   |
| EM4          | 3.71         | 1.046      | Agree                     |
| EM5          | 3.31         | 1.019      | Natural                   |
| EM6          | 3.31         | .909       | Natural                   |
| EM7          | 3.53         | 1.040      | Agree                     |
| EM8          | 3.04         | .835       | Natural                   |
| EM9          | 3.70         | 1.025      | Agree                     |
| EM10         | 3.66         | .984       | Agree                     |

## Demographic Characteristics of Respondents

Demographic characteristics of respondents that have been captured in this research include 6 different aspects; gender, age, educational level, job title, department and experience.

### *Gender*

Gender respondents were selected in two categories: male and female. The majority of male and female respondents were 71% and 29% respectively. Table 6 summarizes the sample distribution by gender.

**Table 6** Sample Distribution by Gender

| <b>Variables</b> | <b>Frequency</b> | <b>Percent</b> |
|------------------|------------------|----------------|
| <b>Gender</b>    |                  |                |
| Male             | 284              | 71%            |
| Female           | 116              | 29%            |
| Total            | 400              | 100%           |

### *Age*

data, respondents were of different age groups in a relative distribution as shown in Table 7. The highest representation is respondents who belong to the 30 – 34 years by 34%.

**Table 7** Sample Distribution by Age

| <b>Variables</b> | <b>Frequency</b> | <b>Percent</b> |
|------------------|------------------|----------------|
| <b>Age</b>       |                  |                |
| From 25 - 29     | 87               | 22%            |
| From 30 - 34     | 134              | 34%            |
| From 35 - 39     | 88               | 22%            |
| From 40 - 44     | 38               | 10%            |
| From 45 - 49     | 30               | 7%             |
| More than 50s    | 23               | 5%             |
| <b>Total</b>     | <b>400</b>       | <b>100%</b>    |

***Educational Level***

The educational level of respondents was measured in three categories as shown below in Table 8., the highest percentage of respondents who obtained undergraduate is 89%, and postgraduate is 11%.

**Table 8** Sample Distribution by Educational Level

| <b>Variables</b>         | <b>Frequency</b> | <b>Percent</b> |
|--------------------------|------------------|----------------|
| <b>Educational Level</b> |                  |                |
| Undergraduate            | 357              | 89%            |
| Postgraduate or above    | 43               | 11%            |
| Total                    | 400              | 100%           |

***Job Title***

The respondents' job title was obtained using two categories' Head of section and Supervisor. The respondents who are Head of section 63% and who are Supervisor 37%.

Table 9 summarizes the sample distribution by marital status.

**Table 9** Sample Distribution by Job Title

| <b>Variables</b> | <b>Frequency</b> | <b>Percent</b> |
|------------------|------------------|----------------|
| <b>Job Title</b> |                  |                |
| Head of section  | 255              | 63%            |
| Supervisor       | 145              | 37%            |

|       |     |      |
|-------|-----|------|
| Total | 400 | 100% |
|-------|-----|------|

### ***Department***

The respondents' department was obtained using three categories' Managers 24%, Finance 3%, Operations 3%, Auditors 2%, Marketing 26%, Human Resource 3%, Information Technology 4%, Supervisors 3%, Procurement Staff 4%, Other Staff 30%. Table 10 summarizes the sample distribution by position held in the organization.

**Table 10** Sample Distribution by Department

| <b>Variables</b>  | <b>Frequency</b> | <b>Percent</b> |
|-------------------|------------------|----------------|
| <b>Department</b> |                  |                |
| Financial         | 128              | 24%            |
| Technical         | 189              | 3%             |
| Engineering       | 83               | 3%             |
| Total             | 400              | 2%             |

### **Experience at this Company**

The respondents' Experience was obtained using three categories. Table 11 summarizes the sample distribution by Experience at this Company.



**Table 11** Sample Distribution by Experience at this Company

| <b>Variables</b>                  | <b>Frequency</b> | <b>Percent</b> |
|-----------------------------------|------------------|----------------|
| <b>Experience at this Company</b> |                  |                |
| 5 – Less than 10 Years            | 120              | 30%            |
| 10 – Less than 15 Years           | 197              | 49%            |
| 15 Years and above                | 83               | 21%            |
| Total                             | 400              | 100%           |

**Correlation Analysis**

The aftereffects of the relationship examination which demonstrates that all the four builds were emphatically connected with one another with 0.01 criticalness esteem are appeared in Table 12. The connection among HRM and ES ( $R= 0.785, \rho = 0.01$ ) is counted as a high positive relationship. The connection among HRM and EM ( $R= 0.805, \rho =0.01$ ) is counted as a high positive relationship. The relationship coefficient among EM and ES ( $R = 0.758, \rho = 0.01$ ) is counted as a high positive connection.

**Table 12** Correlation between Variables

|            | <b>HRM</b> | <b>ES</b> | <b>EM</b> |
|------------|------------|-----------|-----------|
| <b>HRM</b> | 1          |           |           |
| <b>ES</b>  | .785**     | 1         |           |
| <b>EM</b>  | .805**     | .758**    | 1         |

N=400

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

### Exploratory Factor Analysis

Exploratory factor analysis (EFA) empowers the creator to diminish the watched factors to littler numbers and distinguish the connection between them (Hinkin, 1998). Principal components analysis (PCA) strategy following by the Promax with Kaiser Normalization pivot technique was utilized to separate the components. As proposed by Hair et al. (2014) the creator kept just those things which stacked 0.4 or above on single thing. Table 13 demonstrated KMO and Bartlett's Test and the subsequent incentive for telecommunications enterprises in Gambia was 0.732 which adequately agree to (Kaiser and Rice, 1974) of required example esteem.

**Table 13** KMO and Bartlett's Test

|   |                    |           |
|---|--------------------|-----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy | 0.732              |           |
| Bartlett's Test of Sphericity                   | Approx. Chi-Square | 16096.333 |
|   | df                 | 253       |
|   | Sig.               | 0.000     |

The creator inspected the relationship between the factors and the visual assessment demonstrated a critical connection at  $p = 0.01$ . The EFA investigation separated three particular variables clarifying 68.07% of the total variance. The ES had eight items which indicated 0.761 to 0.973 stacking range and the build clarified 28.87% of the total variance. The HRM had nine items stacked between 0.781 to 0.871, and clarified 27.65% of the total variance. The EM had six items stacked from 0.651 to 0.709 and clarified 11.55% of the total variance.

### Hypotheses Testing

The analysts utilized the regression analysis for four main hypotheses:

#### *Relationship between Human Resource Management and Employee Satisfaction*

Hypothesis  $H_1$  posits that HRM positively influence ES. As shown in Table 14 the linear regression analysis demonstrated that the path estimates between HRM and ES was significant ( $F_{(1,398)} = 637.509, p < 0.05, R^2 = 0.616$ ). Also, the model coefficient shows that HRM were positive and statistically significant to ES ( $T_{(398)} = 25.249, \beta = 0.592, p < 0.05$ ). So, the author infers that the effect of HRM on ES is significantly different from zero. Therefore, hypothesis  $H_1$  was accepted.

**Table 14** Regression analysis of HRM on ES

| Model Summary                  |                   |          |                   |                   |          |     |     |               |
|--------------------------------|-------------------|----------|-------------------|-------------------|----------|-----|-----|---------------|
| Model                          | R                 | R Square | Adjusted R Square | Change Statistics |          |     |     |               |
|                                |                   |          |                   | R Square Change   | F Change | df1 | df2 | Sig. F Change |
| 1                              | .785 <sup>a</sup> | .616     | .615              | .616              | 637.509  | 1   | 398 | .000          |
| a. Predictors: (Constant), HRM |                   |          |                   |                   |          |     |     |               |
| ANOVA <sup>a</sup>             |                   |          |                   |                   |          |     |     |               |
| Model                          | Sum of Squares    | df       | Mean Square       | F                 | Sig.     |     |     |               |

| 1                               | Regression | 9824.013                    | 1          | 9824.013                  | 637.509 | .000 <sup>b</sup> |                                 |             |
|---------------------------------|------------|-----------------------------|------------|---------------------------|---------|-------------------|---------------------------------|-------------|
|                                 | Residual   | 6133.184                    | 398        | 15.410                    |         |                   |                                 |             |
|                                 | Total      | 15957.197                   | 399        |                           |         |                   |                                 |             |
| a. Dependent Variable: ES       |            |                             |            |                           |         |                   |                                 |             |
| b. Predictors: (Constant), HRM  |            |                             |            |                           |         |                   |                                 |             |
| <b>Coefficients<sup>a</sup></b> |            |                             |            |                           |         |                   |                                 |             |
| Model                           |            | Unstandardized Coefficients |            | Standardized Coefficients | t       | Sig.              | 95.0% Confidence Interval for B |             |
|                                 |            | B                           | Std. Error | Beta                      |         |                   | Lower Bound                     | Upper Bound |
| 1                               | (Constant) | 11.736                      | .946       |                           | 12.409  | .000              | 9.877                           | 13.596      |
|                                 | HRM        | .592                        | .023       | .785                      | 25.249  | .000              | .545                            | .638        |
| a. Dependent Variable: ES       |            |                             |            |                           |         |                   |                                 |             |

### ***Relationship between Human Resource Management and Employee Motivation***

Hypothesis H<sub>2</sub> posits that HRM positively influence EM. As shown in Table 15 the linear regression analysis demonstrated that the path estimates between HRM and EM was significant ( $F_{(1,398)} = 734.060$ ,  $p < 0.05$ ,  $R^2 = 0.648$ ). Also, the model coefficient shows that HRM were positive and statistically significant to EM ( $T_{(398)} = 27.094$ ,  $\beta = 0.502$ ,  $p < 0.05$ ). So, the author infers that the effect of HRM on EM is significantly different from zero. Therefore, hypothesis H<sub>2</sub> was accepted.

**Table 15** Regression analysis of BA on BE

| <b>Model Summary</b>            |            |                                |                      |                              |             |      |                                    |                |
|---------------------------------|------------|--------------------------------|----------------------|------------------------------|-------------|------|------------------------------------|----------------|
| Mo<br>del                       | R          | R<br>Square                    | Adjusted<br>R Square | Change Statistics            |             |      |                                    |                |
|                                 |            |                                |                      | R Square<br>Change           | F<br>Change | df1  | df2                                | Sig. F Change  |
| 1                               | .805       | .648                           | .648                 | .648                         | 734.060     | 1    | 398                                | .000           |
| a. Predictors: (Constant), BA   |            |                                |                      |                              |             |      |                                    |                |
| <b>ANOVA<sup>a</sup></b>        |            |                                |                      |                              |             |      |                                    |                |
| Model                           |            | Sum of<br>Squares              | df                   | Mean Square                  | F           | Sig. |                                    |                |
| 1                               | Regression | 7061.490                       | 1                    | 7061.490                     | 734.060     | .000 |                                    |                |
|                                 | Residual   | 3828.670                       | 398                  | 9.620                        |             |      |                                    |                |
|                                 | Total      | 10890.160                      | 399                  |                              |             |      |                                    |                |
| a. Dependent Variable: BE       |            |                                |                      |                              |             |      |                                    |                |
| b. Predictors: (Constant), BA   |            |                                |                      |                              |             |      |                                    |                |
| <b>Coefficients<sup>a</sup></b> |            |                                |                      |                              |             |      |                                    |                |
| Model                           |            | Unstandardized<br>Coefficients |                      | Standardized<br>Coefficients | t           | Sig. | 95.0% Confidence<br>Interval for B |                |
|                                 |            | B                              | Std.<br>Error        | Beta                         |             |      | Lower<br>Bound                     | Upper<br>Bound |
| 1                               | (Constant) | 17.334                         | .747                 |                              | 23.196      | .000 | 15.865                             | 18.803         |
|                                 | BA         | .502                           | .019                 | .805                         | 27.094      | .000 | .465                               | .538           |
| a. Dependent Variable: BE       |            |                                |                      |                              |             |      |                                    |                |

***Relationship between Employee Motivation and Employee Satisfaction***

Hypothesis H<sub>3</sub> posits that EM positively influence ES. As shown in Table 16 the linear regression analysis demonstrated that the path estimates between EM and ES was significant ( $F_{(1,287)} = 538.082, p < 0.05, R^2 = 0.575$ ). Also, the model coefficient shows that EM were positive and statistically significant to ES ( $T_{(287)} = 23.197, \beta = 0.918, p < 0.05$ ). So, the author infers that the effect of EM on ES is significantly different from zero. Therefore, hypothesis H<sub>3</sub> was accepted.

**Table 16** Regression analysis of EM on ES

| Model Summary                 |                                |                   |                              |                       |             |                                    |     |               |
|-------------------------------|--------------------------------|-------------------|------------------------------|-----------------------|-------------|------------------------------------|-----|---------------|
| Mo<br>del                     | R                              | R<br>Square       | Adjusted<br>R Square         | Change Statistics     |             |                                    |     |               |
|                               |                                |                   |                              | R<br>Square<br>Change | F<br>Change | df1                                | df2 | Sig. F Change |
| 1                             | .758                           | .575              | .574                         | .575                  | 538.082     | 1                                  | 398 | .000          |
| a. Predictors: (Constant), EM |                                |                   |                              |                       |             |                                    |     |               |
| ANOVA <sup>a</sup>            |                                |                   |                              |                       |             |                                    |     |               |
| Model                         |                                | Sum of<br>Squares | df                           | Mean Square           | F           | Sig.                               |     |               |
| 1                             | Regression                     | 9172.577          | 1                            | 9172.577              | 538.082     | .000                               |     |               |
|                               | Residual                       | 6784.621          | 398                          | 17.047                |             |                                    |     |               |
|                               | Total                          | 15957.197         | 399                          |                       |             |                                    |     |               |
| a. Dependent Variable: ES     |                                |                   |                              |                       |             |                                    |     |               |
| b. Predictors: (Constant), EM |                                |                   |                              |                       |             |                                    |     |               |
| Coefficients <sup>a</sup>     |                                |                   |                              |                       |             |                                    |     |               |
| Model                         | Unstandardized<br>Coefficients |                   | Standardized<br>Coefficients | t                     | Sig.        | 95.0% Confidence<br>Interval for B |     |               |

|                           |            | B         | Std. Error | Beta |        |      | Lower Bound | Upper Bound |
|---------------------------|------------|-----------|------------|------|--------|------|-------------|-------------|
| 1                         | (Constant) | 1.01<br>2 | 1.484      |      | .682   | .496 | -1.905      | 3.929       |
|                           | EM         | .918      | .040       | .758 | 23.197 | .000 | .840        | .996        |
| a. Dependent Variable: ES |            |           |            |      |        |      |             |             |

***Mediating Role of Employee Motivation with Human Resource Management and Employee Satisfaction***

Hypothesis H<sub>4</sub> posits that EM mediates the relationship between HRM and ES. As shown in Table 17 the PROCESS Procedure for SPSS v3.4 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of HRM was positively associated with ES ( $T_{(398)} = 25.249$ ,  $\beta = 0.592$ ,  $p < 0.05$ ). It was also found that HRM was positively related to EM ( $T_{(398)} = 27.094$ ,  $\beta = 0.502$ ,  $p < 0.05$ ). Lastly, results indicated that the mediator EM was positively associated with ES ( $T_{(398)} = 7.2926$ ,  $\beta = 0.4350$ ,  $p < 0.05$ ). In this research, the 95-confidence interval of the indirect effects was obtained with 5000 bootstraps resamples. The indirect effect of the mediation analysis confirmed the mediating role of EM in the relationship between HRM and ES because zero does not fall between the lower and upper bound of the 95% confidence interval. so, the author infers that the effect of EM between HRM and ES is significantly different from zero. This means that the direct effect of HRM on ES became significant when controlling through EM, thus suggesting a partial mediation. Therefore, hypothesis H<sub>4</sub> was accepted.

**Table 17** Mediation analysis of EM between HRM and ES

| <b>Model Summary</b>     |                      |            |                |                       |                       |                |
|--------------------------|----------------------|------------|----------------|-----------------------|-----------------------|----------------|
| <b>R</b>                 | <b>R<sup>2</sup></b> | <b>MSE</b> | <b>F-value</b> | <b>df<sub>1</sub></b> | <b>df<sub>2</sub></b> | <b>ρ-value</b> |
| .8731                    | .7623                | 13.6238    | 387.1376       | 2                     | 397                   | .0000          |
| <b>Model Coefficient</b> |                      |            |                |                       |                       |                |
|                          | <b>β coefficient</b> | <b>SE</b>  | <b>T-value</b> | <b>ρ-value</b>        | <b>LLCI</b>           | <b>ULCI</b>    |
| <b>Constant</b>          | 4.1958               | 1.3638     | 3.0765         | .0022                 | 1.5146                | 6.8771         |
| <b>HRM</b>               | .3734                | .0372      | 10.0498        | .0000                 | .3003                 | .4464          |
| <b>EM</b>                | .4350                | .0597      | 7.2926         | .0000                 | .3177                 | .5523          |
| <b>Indirect Effect</b>   |                      |            |                |                       |                       |                |
|                          | <b>Effect</b>        | <b>SE</b>  | <b>LLCI</b>    | <b>ULCI</b>           |                       |                |
| <b>EM</b>                | .2182                | .0549      | .1132          | .3283                 |                       |                |

**Overview of Hypotheses Testing****Table 18** Overview of Hypotheses Testing

|                      | <b>Linkage</b> | <b>R<sup>2</sup></b> | <b>P</b> | <b>β</b> | <b>Hypotheses Acceptance</b> |
|----------------------|----------------|----------------------|----------|----------|------------------------------|
| <b>H<sub>1</sub></b> | HRM → ES       | 0.616                | 0.000    | 0.592    | Accepted                     |
| <b>H<sub>2</sub></b> | HRM → EM       | 0.648                | 0.000    | 0.502    | Accepted                     |
| <b>H<sub>3</sub></b> | EM → ES        | 0.575                | 0.000    | 0.918    | Accepted                     |
| <b>H<sub>3</sub></b> | HRM → EM → ES  | 0.7623               | 0.000    | 0.3734   | Accepted                     |



## CHAPTER V

### Discussion and Conclusion

#### Discussion

HRM correlated positively with ES. These findings are consistent with previous studies that highlighted that HRM practice were found to be contributing positively to ES (Haruna and Marthandan, 2017; Nwachukwu and Chladková, 2017; Taghrid, 2015). It is likely that employees' positive perceptions about the HR practice increase their ES to their organization. This may be due to, as revealed by Altarawneh (2009), service industry normally gives more attentions to HRM than do other industries. The ultimate purpose of HRM is to ensure that the organization is able to achieve success through manpower. HRM provides the organization with required capabilities that allow its people to learn and capitalize on new opportunities. It is concerned with achieving the following: organizational effectiveness, human capital management, knowledge management, reward management, employee relations and meeting various needs (Osibanjo, 2012). Employees' high levels of ES is connected with high levels of productivity, low levels of turnover rate, low levels of absenteeism and levels of organizational commitment. HRM practices, which provide opportunities and are responsible for the effective growth and development of HRs in the organization. While, the absence of career development opportunities and better job opportunities are important reasons for employee turnover intention (Budhwar *et al.*, 2009). The results of this study are consistent with those of Edgar and Geare's (2005), who revealed that HRM practices would influence on employee attitudes such as organizational commitment, ES and organizational fairness in New Zealand. ES can be achieved through equitable rewards system such as pay, working conditions, training and development, fair treatment and fair HRs practices (Osibanjo *et al.*, 2012).

HRM correlated positively with EM. Since the emergence of globalization, the need to motivate employees has become prominent in management agendas. Managers nowadays are face with the challenge of getting 'highly performing' employees in order to meet organizational goals. It is no doubt that organizations are motivating their employees to

get them to do what they want them to do in order to gain competitive advantage over their competitors in the market. Studies have showed that highly motivated employees that are productive and creative/innovative can lead the organization to success through the achievement of its desired results. Therefore, organization continued success has been largely dependent on its 'motivated employees'. Thus, a highly motivated individual can always work assiduously to meet his/her performance objectives set by the company. And can sometimes go the extra – mile to surpass his/her target. For that reason, HR managers should endeavor to provide the enabling environment that will allow employees to make use of their expertise. This practice might influence employees to performance well and thereby minimize cost and maximize profit. Since managing performance is a way of investigating what type of skills, attitude and knowledge that employee needs to achieve the company goals (Stráníková, 2008; McMahon G., 2013).

EM had significant and positive influence on ES. Those outcomes were consistent with previous research which done by Abdurrahman, et. al. (2018) which said that EM directly has positive and strong influence over employee satisfaction. This means that the education and training programs in department are good enough, but the education and training program must be evaluated continuously, so the program is right on target and is useful to support employees in carrying out their duties. With an appropriate education and training program, employees got simple way to understand the tasks and functions of work within these department so they have been satisfied with the work that they are getting. This shows that the employees feel happy about work that they doing with those responsibility. However, this department still have to monitor the work done and should provide tasks in accordance with responsibilities which they carry without assigning tasks outside their responsibilities. By assigning tasks that accordance with their responsibilities, employees will do it seriously because they are happy with work that they are doing, so their ES will also increase.

The findings of this study showed partial mediation of EM between HRM and ES. The findings of this research are in line with the previous studies (Khan, 2010; Nadarajah et al., 2012; Qureshi et al., 2010; Panfil, & Othman, 2016; Sattar, Ahmad, & Hassan, 2015) that HRM have a positive impact on ES and also match with the results of Stein (2004)

and Pradhan et al. (2017). Positive relationship of these two variables is due to the fact that HRM of organization make employees obliged by investing in them. These variables have positive relationship because of the basic reason that organization employs effective HRM to make them obliged via socio-economic resources by investing in them via HRM. In respond, employees strive to reciprocate by being motivated, devoted and energetic and giving more focus to accomplish organizational goals and objectives (Macey & Schneider, 2008). Extant literature links these relationships with social exchange theory and signaling theory. The findings of this study validate these contentions. These empirical results indicated that the higher the employees' perception of HRM efforts, the higher employee motivation will be. It is also suggested the importance role of various HRM practices in building EM. Empirical results showed that different HRM practices have different impact on EM. Second, this THE results found that the positive perception of HRM practices were more potential to increase EM, were in turn influence employee's perception of ES. The way management performs will contribute to increase or decrease their EM, that will lead on employing ES. Third, the results could enrich the body of knowledge regarding antecedent and consequence of EM in companies in the South Eastern part of Nigeria by providing empirical support for the mediating function of EM in the relationship between HRM practices and ES. It was built an integrated framework on the relationship between HRM practices, EM and ES. This work also contributes implication HR managers of companies in the South Eastern part of Nigeria. It is very significant to identify HRM practices that foster EM. As the results found that EM plays prominent role as predictor of ES, it is important to select HRM practice that increases EM.

## **Conclusion**

In conclusion, the aim of this study was to investigate the role of effective human resources management on employee motivation and employee satisfaction in the south eastern part of Nigeria. Moreover, it aimed to investigate the relative contribution of HRM and ES by taking EM as a mediator. It can be said HRM programs, activities, policies and practices are means through which organizational people can be managed to gain competitive advantage. So, its practices can be adjusted, accepted and used by HR managers and employees as part of their daily work. It is well known that the company's

environment has both dynamic and competitive nature, so innovative HRM practices should be focusing on providing employees with new and diverse skills and cognition, ensuring their flexibility to be able to respond to change. These findings have practical implications. Having high levels of EM among employees will prevent low levels of turnover rate, absenteeism and levels of productivity and increase ES. HRM practices, on the other hand, help in career development opportunities and hence provide better job opportunities. This study can recommend that to ensure high levels of EM among employees and enhanced ES by emphasize more on HRM practices. Moreover, given the importance of ES for HRM of an organization in a fiercely competitive market environment, managers need to provide supportive behavior to improve ES. Also, managers can provide supportive measures such as mentoring and relevant training programs to stimulate EM, which is positively linked to ES. The research results support HRM as a possible way to facilitate the improvement of ES. In addition, managers need to understand the potential effect of EM on workplace behavior which means that managers should aim to make the employee's job more meaningful by encouraging autonomy to stimulate the EM.

### **Recommendation**

The research recommends that these companies should ensure that compensation packages are provided adequately for their employees. This will engender feelings of satisfaction among them in order to ensure that they remain with the organization and give in their best. Consequently, policies that engender flexibility at work should be crafted to enable employees find a balance in their work and life goals. With this, it therefore becomes pertinent that employees' welfare be made a priority so that they can have a sense of belonging in the organization and be retained. Moreover, employees must maintain healthy balance between work and their private lives and that the human resource department of organizations and the employees must together work out strategies to help attain work-life balance which makes the organization the happiest place to work in.

### **Limitation and Future Studies**

Although this research provides interesting insights into the relationship between HRM, employee satisfaction and employee motivation, it also has certain limitations which may

constrain the interpretation of the findings. The following section highlights several limitations of the present research. First, the findings from this research should be treated with caution. The research respondents are confined to companies in the south eastern part of Nigeria. Hence, it might be argued that the findings may be unique to the south eastern part of Nigeria context, or may not apply to other countries. Second, the research employed a cross-sectional design which implies that is impossible to make casual statements of hypothesized relationships because of temporal ambiguity. Cross-sectional research design like the one used in this research may be highly practical, but it fails to bring opportunities to augment understandings of how all the independent, dependent and intervening variables are associated over a period. Longitudinal data would be needed over time to uncover casual relationships. Therefore, future research that uses a longitudinal design may be better suited to determine the casual status of the relationships examined in this research.

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## Appendix X

### QUESTIONNAIRE

Dear Respondents, this questionnaire contains items to measure the ‘The Role of Effective Human Resources Management on Employee Satisfaction and Employee Motivation’. Kindly, fill out with the most appropriate answers. The data collected with this instrument are highly confidential and will ONLY be used for academic purposes. Thank You for Participating.

#### Section A: Demographics

*Kindly tick ✓ as appropriate*

##### (1) Gender

Male                       Female

##### (2) Age

20 – Less than 30 Years                       30 – Less than 40Years   
 40 – Less than 50 Years                       50 Years and above

##### (3) Educational Level

High School or Diploma.....                      BSc.....  
 Master .....                      PhD.....

##### (4) Job title

Head of section.....                      Supervisor.....  
 Technician.....                      Administrative Officer.....

##### (5) Department

Administrative / Customer Care.....                      Financial.....  
 Technical.....                      Engineering.....

## (6) Experience at This Company

Less than 5 Years.....

5 – Less than 10 Years.....

10 – Less than 15 Years.....

15 Years and above.....

**SECTION B**

This section contains questions to measure the variables of human resources management, employee satisfaction (ES) and employee motivation (EM). Kindly answer with the 5 Likert scale (1 to 5 from SD TO SA respectively) of which SD= Strongly Disagree (1), D= Disagree (2), N= Neutral (3), A= Agree (4) and SA= Strongly Agree (5) to the following questions.

| s/n | <b>HUMAN RESOURCE<br/>MANAGEMENT</b>                 | Strongly<br>Disagree | Disagree | Neutral | Agree | Strongly<br>Agree |
|-----|--|----------------------|----------|---------|-------|-------------------|
| 1   | The HRM programs attract quality employees           |                      |          |         |       |                   |
| 2   | The company retains quality employees                |                      |          |         |       |                   |
| 3   | The company recruitment system is fair               |                      |          |         |       |                   |
| 4   | The HRM has realistic expectations for the employees |                      |          |         |       |                   |
| 5   | The company plans training programs ahead of time    |                      |          |         |       |                   |
| 6   | The company encourages teamwork                      |                      |          |         |       |                   |

|    |  |                   |          |         |       |                |
|----|--|-------------------|----------|---------|-------|----------------|
| 7  | The HRM team is resourceful                            |                   |          |         |       |                |
| 8  | Fair incentive systems are used in the HRM             |                   |          |         |       |                |
| 9  | The company forecasts the needs of the human resources |                   |          |         |       |                |
|    | <b>EMPLOYEE SATISFACTION</b>                           | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
| 10 | My job gives me opportunity for my career development  |                   |          |         |       |                |
| 11 | There is job security in my work                       |                   |          |         |       |                |
| 12 | The works are I offer are significant to my company    |                   |          |         |       |                |
| 13 | I am fully committed to my job                         |                   |          |         |       |                |
| 14 | The salaries of all workers are fairly distributed     |                   |          |         |       |                |
| 15 | My salary gives me satisfaction                        |                   |          |         |       |                |
| 16 | My company supports employees' development             |                   |          |         |       |                |
| 17 | Employees in my company are promoted based on merit    |                   |          |         |       |                |
| 18 | I would recommend my company to intending workers      |                   |          |         |       |                |

|    | <b>EMPLOYEE MOTIVATION</b>                                     | Strongly<br>Disagree | Disagree | Neutral | Agree | Strongly<br>Agree |
|----|--|----------------------|----------|---------|-------|-------------------|
| 19 | My company creates necessities to motivate me                  |                      |          |         |       |                   |
| 20 | My company organizes trainings to maximize my job quality      |                      |          |         |       |                   |
| 21 | My company rewards great quality in workers                    |                      |          |         |       |                   |
| 22 | My efforts are recognized in my company                        |                      |          |         |       |                   |
| 23 | My salary gives me motivation                                  |                      |          |         |       |                   |
| 24 | I feel empowered with every day work                           |                      |          |         |       |                   |
| 25 | My colleagues motivate me to work                              |                      |          |         |       |                   |
| 26 | I am always excited to go to work                              |                      |          |         |       |                   |
| 27 | My work is well recognized so I love to do more                |                      |          |         |       |                   |
| 28 | I look forward to working with new teams and the HRM practices |                      |          |         |       |                   |

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# THE ROLE OF EFFECTIVE HUMAN RESOURCES MANAGEMENT ON EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION IN THE SOUTH EASTERN PART OF NIGERIA

by Susan Nkechi Elekwachi 20195390

**Submission date:** 11-May-2022 12:45PM (UTC+0300)

**Submission ID:** 1833718137

**File name:** Report.docx (163.76K)

**Word count:** 13077

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THE ROLE OF EFFECTIVE HUMAN RESOURCES MANAGEMENT  
ON EMPLOYEE MOTIVATION AND EMPLOYEE SATISFACTION IN  
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**Ethical Committee Approval****BİLİMSEL ARAŞTIRMALAR ETİK KURULU**

09.05.2022

Dear Susan Nkechi Elekwachi

Your application titled **“The Role of Effective Human Resources Management on Employee Motivation and Employee Satisfaction in The South Eastern Part of Nigeria”** with the application number NEU/SS/2022/1166 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

**Note:**If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.