

IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON EMPLOYEE JOB SATISFACTION: A STUDY OF MALAYSIAN HOTELS

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Abstract

Job satisfaction of employees can be considered as one of the important factors for improving the organizational performance. The hotels of Malaysia similar to the other countries attempt to increase employee job satisfaction. In this regard, (HRM) human resource management practices can have a critical role. This is consistent with theory of resource based view (RBV). According to RBV, companies can use their own human resource in order to achieve sustainable competitive advantage. Among different HRM practices, this study focused on training, staffing; performance appraisal and also reward system. Moreover, this research attempted to examine the impact of each of these variables on job satisfaction separately. It should be noted that in order to measure job satisfaction, two dimensions as intrinsic and extrinsic have been employed.

The total 139 collected data from 6 hotels located in Kuala Lumpur have been tested and analyzed by Pearson Correlation and Multiple Regression Analysis. The results from Pearson Correlation test demonstrated that there is a significant and positive relationship between all of the existed variables. The findings from Multiple Regression analysis revealed that excluding training, all of the HRM practices have a significant impact on job satisfaction. Performance appraisal had the most significant impact in this study.

Keywords: Human Resource Management Practices, Job Satisfaction, Malaysia

1. Overview

Currently most MNCs (multinational companies) and local firms are giving significant consideration to their human resource. Human resource (HR) is considered as a major factor to attain competitive edge. Barney in 1992 explained HR to be having unique capabilities in providing competitive edge to companies that is sustainable.

Every organization has set its goals and to attain it job satisfaction is an effective tool. Many researchers in the field of employee-employer relationship and environment studies have shown this significance of job satisfaction. There are other researches also that illustrate other factors that affect job satisfaction. For example Shahzad et al. (2011) showed the significance of the organization's environment on job satisfaction. Naami and Shokrkon (2006) showed OCB as a factor, Egan (2004) showed the learning culture of the organization as a factor and Williams Gould (2003) showed human resource management practice as a factor.

There are 3 impalpable aspects that used to measure HR in any organization. They are- employee satisfaction, customer satisfaction and customer complaints. Anyhow these factors and their effects on HRM seem to be quite vague. I today's fast moving world, there exists a tight labor market which results in the change in the needs of customer. The fast paced market competition

along with changed customer demands are two major obstacles for the stabilization of hospitality companies. Also the new tech savvy world opens up a competitive world market and hence firms need to come up with strategies that can efficiently share the information and HRM practices of an organization. Cho et al. (2006) explained the need for critically reviewing HRM in companies, which are usually considered as cost centers. Staff management results can be gained, however as its framework is quite broad, gauging the results is a tough job in utilizing human resource management.

Researchers and experts, while examining the obstacles stated above fixates heir analogies in the utilization of competing strategies which thereafter gives core competency in the management of HR. HR is a vital part in gauging the organization's performance.

Over the years human resource management has emerged as a powerful tool among successful organizations as they are explained to have a unique nature from one organization to the other and as they are able to convey a quick response to a changing market in an effective way (Cho, 2006), (Becker & Huselid, 1996), (Stalk, 1992) and (Hamel & Prahlad, 1990). Many scholars and researchers has indicated that HRM has significant role in measuring the performance, capability of the organization, management processes, systems that are value based and high performance teams (Ulrich, 1997). Problem Statement Hospitality organizations comprises of hotels, resorts, travel agencies etc. As to implement their services these varying parts of hospitality industry may have policies and administration systems that are parallel in nature. From the business angle satisfaction at job is a critical aspect in determining the human resource management's significance in a business. Thus, this study aims to examine how HRM practices affect job satisfaction in the hospital industry of Malaysia.

2. Human Resource Management Practices

As per Jackson and Shuler in 1987, Snell and Wright in 1991 and by MacMillan and Sguler in 1984, HR are the activities of the organization put into force for the management of the pool of HR and in ensuring that they are at jobs so as to achieve the objectives of the organization. Table1 explains different practices put into use by different scholars based on the above stated.

Table 1: Different Applied HRM practices

| Researchers | HRM practices |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Huselid (1995) | 1) Personnel selection, 2) performance appraisal, 3) incentive compensation, 4) job design, 5) grievance procedures, 6) information sharing, 7) attitude assessment, 8) labor management participation, 9) recruitment efforts, 10) employee training, and 11) promotion criteria |
| Pfeffer's (1998) | 1) employment security, 2) selective hiring, 3) participation, 4) compensation, 5) training, 6) reduced status distinctions and barriers, including dress language, office arrangements, and wage differences across levels, 7) Profit sharing |
| Huang (2000) | 1) staffing, 2) planning, 3) compensation, 4) training and development, and 5) appraisal |
| Teseema & Soeters (2006) | 1) recruitment and selection practices 2) placement practices, 3) training practices, 4) compensation practices, 5) performance evaluation, 6) promotion, 7) grievance procedure, and 8) pension or social security. |
| Shahzad et al. (2008) | 1) compensation, 2) promotion, and 3) performance evaluation |
| Others | Other practices: 1) Safe, Healthy and Happy workplace, 2) Open House Discussions And Feedback Mechanisms, 3) Delight Employees With The Unexpected, 4) Open Management , 5) ... |

3. HRM practices and Job Satisfaction

Researchers show the existence of a positive relationship between human resource management practices and the performance of the organization. In the last decade scholars concentrated on the effects of human resource management practices on the organization's performance (Mac Duffie, 1995), (Gerhart and Becker, 1996), (Delery and Doty, 1996) and (Huselid, 1995).

These experts discussed innovative HRM practices and compared them so as to choose the best one. As per Doty and Delery in 1996, most organizations during that time were motivated to put in reality these HRM practices and while adopted it minimized the costs, increased revenue and provided space for more human resource management practices.

Bartel in 1994 stated that organizations using a system of formal training between 1981 and 1986 improved their productivity by twenty percent. Rozell and Terpstra studied data of 2012 companies in 1993 regarding their 5 staffing practices. The five practices are as follows:

1. Availability of a gauging system for recruitment source and return on investment (ROI)
2. Validity gauging of pre-employment test
3. Interviews that are structures and standardized
4. Intelligence test

5. Weighted Application or Biographic Information

The study found out that firms using these practices were more profitable. Sale growth was also studied from the sample. They also identified a relevant positive relation between the level of implementation of the 5 staffing policies and the financial performance of the organization. This contained growth in profit figures as compared to other industries’ annual profit figures. The strength of this relation was also found to be different across industries.

Based on the researches mentioned here, it can be summarized that the effectiveness level of human resource management practices varies across various industries when implemented. The results of this study which was conducted on hospitality industry can be used across various industries while preparing industry specific information.

Employer as well as employee desires to have job satisfaction. Job satisfaction enhances staff productivity and reduces turnover. According to Herzberg hygiene and motivation are two aspects of employee satisfaction. Remuneration and supervision comes under the category of hygiene. These can only dissatisfy an employee if they are not present or if mishandled by job givers. The author also explains that when a firm’s policies are not clear or not fair it can be an obstacle for employee satisfaction. Even though every employee needs a fair payment, payment alone is not an element to motivate an employee. Employees not only need a monetary appreciation to be satisfied at job. Social interaction in work atmosphere is a major factor that affects job satisfaction (Herzberg, 2008).

Recent researches have emphasized on different dimension of job satisfaction for example Yeh et al. (2013) considered intrinsic and extrinsic job satisfaction. However, it is clear that reward system, performance appraisal, team work, training and staffing have potential to affect intrinsic and extrinsic job satisfaction.

4. Method and Results

The nature of this research is quantitative and also it is called as explanatory aligned with the type of stated problem. The framework of the study can be considered as the base of this research and the research will be accomplished based on this formulated framework. This framework has been developed for defining and explaining the relationship between related factors of the research (Sekaran, 2003). The simple and symbolic diagram in figure 1 suggests an explanation for the existed relationships between different elements. In addition, after understanding these relationships all of the hypothesis of the research will be formulated.

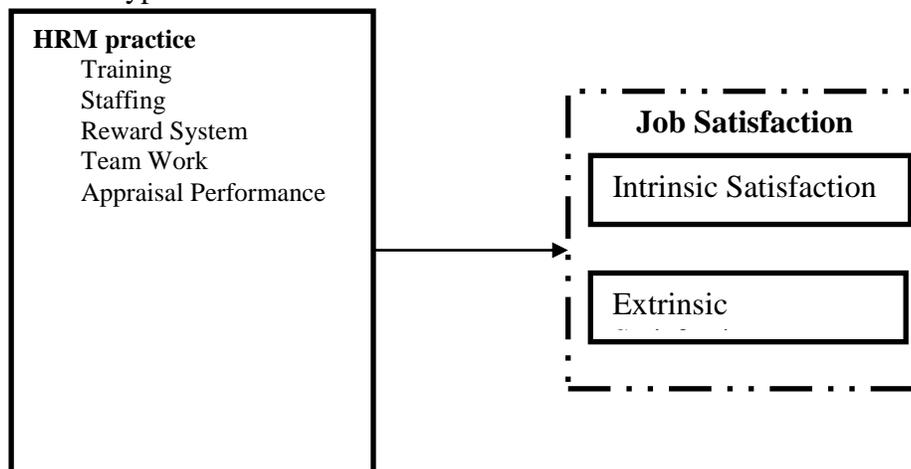


Figure 1: Framework of the Study

According to the impacts of HRM practices on different factors, one of these mentioned practices is job satisfaction that can be impacted in this study. For example Manafi et al (2012) and Allen et al (2003) demonstrated that HRM practices have a positive influence on job satisfaction. According to the achieved outcomes in literature review and scope of the study, it can be said that as a multinational country, Malaysia employs variety of races for human resources. In addition, Malaysia's potential is high for attracting tourists which can highlight employee's role in this country. Thus, this research considers three different HRM practices which are Staffing, Training, Team Work, Reward System and Performance Appraisal. Also it was attempted to investigate the effects of HRM practices on job satisfaction that results in formulating the below hypothesis:

H1: Staffing has a positive and significant impact on Job Satisfaction

H2: Training has a positive and significant impact on Job Satisfaction

H3: Reward has a positive and significant impact on Job Satisfaction

H4: Team work has a positive and significant impact on Job Satisfaction

H5: Performance appraisal has a positive and significant impact on Job Satisfaction

The population of this research was all of the middle and top managers both who are working in different hotels and resorts in Kuala Lumpur. They have been selected since they have sufficient experience to collaborate in this study in order to evaluate casual relationships between factors. They were asked to fill the distributed questionnaires, so it will help the expert to measure all of the factors (Job Satisfaction and HRM practices).

Sufficiency and acceptability of sample size are identified by survey answers. Since there is limitation in cost and time for having a bigger sample so we cannot have a big sample for this study. As a result 150 respondents have been chosen for the study's sample. It was considered as enough and adequate for showing the population as a whole and also it provides a good view for this study. The collection of data was done face to face in 6 separated chain hotels in Kuala Lumpur.

It should be noted that the employed questions for this study are achieved from literature review by Yeh et al. (2013), Manafi et al. (2012), Fong et al. (2011), Chen and Huang, (2009), and Shahzad et al. (2008). (See Table 2)

Table 2: Questionnaire's Items

| Variable | Source |
|--------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| Training | |
| Formal training activities are available in my company | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| My company has comprehensive training policies and programs. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Training is available for new hires | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| We are trained for problem-solving ability | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Staffing | |
| Recruitment & selection system followed in our organization is well defined | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| In our organization, line managers and HRM managers participate in recruitment & selection | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Valid and standardized tests are used in the selection process of employees. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Our organization uses comprehensive selection process before making a decision. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Performance Appraisal | |
| Performance is measured on the basis of objectives and quantifiable results | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Appraisal system in our organization is growth and development oriented. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Employees are provided performance based feedback and counseling. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Appraisal system is unbiased and transparent | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| Compensation and Reward | |
| Compensation offered by our organization matches the expectancy of employees. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| In our organization, salary and other benefits are comparable | Manafi et al. (2012), Chen |

| | |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| to the market. | and Huang, (2009), and Shahzad et al. (2008). |
| In our organization compensation is decided on the basis of competence of the employee | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| The compensation for all employees is directly linked to their performance. | Manafi et al. (2012), Chen and Huang, (2009), and Shahzad et al. (2008). |
| | |
| Team work | |
| Employees at each level in the organization take part in decision-making process up to an extent | Fong et al. (2011) |
| Employees are asked by superiors to participate in related decisions. | Fong et al. (2011) |
| Employees are provided opportunity to suggest improvements in the way things are done here. | Fong et al. (2011) |
| Team working helps employee to improve their performance | Fong et al. (2011) |
| Job Satisfaction | |
| Intrinsic | |
| Employees receive adequate training to do their job well | Yeh et al. (2013), |
| Employees have good feeling that their efforts will be appreciated | Yeh et al. (2013), |
| Using compensation system increases motivation of employees | Yeh et al. (2013), |
| Performance evaluation induces employees' justice perceptions | Yeh et al. (2013), |
| Extrinsic | |
| The payment of salary is very close to employees' expectations | Yeh et al. (2013), |
| We use a new technology to facilitate employees works | Yeh et al. (2013), |
| The relationship between supervisors and employees is very friendly | Yeh et al. (2013), |
| We have family-friendly policies to support employees | Yeh et al. (2013), |

From 150 total distributed questionnaires among participants 143 of them have been gathered and 4 of them were not appropriate for conducting analytical and statistical tests. Table 3 presents the number and percentage of each group related to demographic factors.

Table 3: Demographics

| Demographic Factors | Number | Percent |
|---------------------|--------|---------|
| Gender | | |
| Male | 92 | 66.2 |
| Female | 47 | 33.8 |
| Total | 139 | 100.0 |
| Age | | |
| Less than 20 | 3 | 2.2 |
| 21-30 | 24 | 17.3 |
| 31-40 | 41 | 29.5 |
| 41-50 | 48 | 34.5 |
| more than 51 | 23 | 16.5 |
| Total | 139 | 100.0 |
| Degree | | |
| Diploma | 36 | 25.9 |
| Bachelor | 33 | 23.7 |
| Master | 61 | 43.9 |
| PhD | 9 | 6.5 |
| Total | 139 | 100.0 |
| Experience | | |
| less than 5 | 29 | 20.9 |
| 6-10 | 48 | 34.5 |
| 11-15 | 51 | 36.7 |
| 16-20 | 11 | 7.9 |
| Total | 139 | 100.0 |

When the data collection process has been done in next step the question's average from variables will be carefully calculated and the results achieved from Pearson Correlation are presented as follows (Table 4):

Table 4: Correlations

| | | staffing | training | reward | Team working | Performance Appraisal | Job Satisfaction |
|-----------------------|---------------------|----------|----------|--------|--------------|-----------------------|------------------|
| Staffing | Pearson Correlation | 1 | .314** | .654** | .502** | .738** | .826** |
| | Sig. (2-tailed) | | .000 | .000 | .000 | .000 | .000 |
| | N | 139 | 139 | 139 | 139 | 139 | 139 |
| Training | Pearson Correlation | .314** | 1 | .098 | .128 | .186* | .242** |
| | Sig. (2-tailed) | .000 | | .249 | .134 | .028 | .004 |
| | N | 139 | 139 | 139 | 139 | 139 | 139 |
| Reward | Pearson Correlation | .654** | .098 | 1 | .481** | .787** | .826** |
| | Sig. (2-tailed) | .000 | .249 | | .000 | .000 | .000 |
| | N | 139 | 139 | 139 | 139 | 139 | 139 |
| Team working | Pearson Correlation | .502** | .128 | .481** | 1 | .423** | .537** |
| | Sig. (2-tailed) | .000 | .134 | .000 | | .000 | .000 |
| | N | 139 | 139 | 139 | 139 | 139 | 139 |
| Performance Appraisal | Pearson Correlation | .738** | .186* | .787** | .423** | 1 | .858** |
| | Sig. (2-tailed) | .000 | .028 | .000 | .000 | | .000 |
| | N | 139 | 139 | 139 | 139 | 139 | 139 |
| Job Satisfaction | Pearson Correlation | .826** | .242** | .826** | .537** | .858** | 1 |
| | Sig. (2-tailed) | .000 | .004 | .000 | .000 | .000 | |
| | N | 139 | 139 | 139 | 139 | 139 | 139 |

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

* . Correlation is significant at the 0.05 level (2-tailed).

According to the gathered results in Table 4, there is 95% confidence that the relationship of each of the HRM practices related to job satisfaction is significant and positive (p-value is less than .05). Among highlighted HRM practices, the highest correlation refers to staffing and reward (.826) while the lowest estimate coefficient refers to training.

Based on the achieved results shown in Table 4, it is 95 percent confidence that the relationship among all of the HRM practices and job satisfaction is positive and significant because p-value is below .05. From those HRM practices which have been highlighted, the maximum correlation is for reward and staffing which is equal to .826 and the minimum estimated coefficient is for training.

Based on the formulated framework as well as the hypothesis of the study, current research is going to conduct one Multiple Regression analysis which will be separately defined.

Table 5: Impact of HRM practices on Job Satisfaction

| | Hypothesis | Expected sign | Unstandardized Coefficient | Std. Error | t-value | P-value |
|------------------------------|------------|---------------|----------------------------|------------|---------|---------|
| Constant | | | | .127 | .542 | .589 |
| Independent variable | | | | | | |
| <i>Staffing</i> | H1 | + | .291 | .047 | 6.238 | .000 |
| <i>Training</i> | H2 | + | .037 | .035 | 1.074 | .285 |
| <i>Reward</i> | H3 | + | .266 | .048 | 5.590 | .000 |
| <i>Team Working</i> | H4 | + | .070 | .034 | 2.069 | .040 |
| <i>Performance Appraisal</i> | H5 | + | .303 | .127 | 5.589 | .589 |
| R Square | .862 | | | | | |
| Adjusted R Square | .809 | | | | | |
| F Ratio | 165.930 | | | | | |
| Significance of F | 0.00 | | | | | |
| N | 139 | | | | | |

Based on Table 5, the R square is .862 that is equal to 86.2 percent of related variation to the job satisfaction which can be defined by all of the HRM practices. According to Table of ANOVA, at least one of the highlighted variables will impact job satisfaction significantly because p-value is 0.00. Moreover, VIF value is less than 5 so there will be no multicollinearity among independent elements.

Based on the obtained results presented in Table 5, staffing has a significant impact on job satisfaction since p-value is equal to .000. Column of unstandardized coefficient demonstrates .291 which means there is a positive influence. For each unit increase of the staffing, job satisfaction rises to .291 units as a result. Therefore, the first formulated hypothesis (H1) will be accepted by this study.

Based on the obtained results in Table 5, training does not have any significant impact on job satisfaction since p-value is more than .05 and is equal to .285. So, the second hypothesis (H2) of the current study is rejected.

Based on the obtained results presented in Table 5, reward has a significant impact on job satisfaction since p-value is equal to .000. Column of unstandardized coefficient demonstrates .266 which means there is a positive impact. For each unit increase of the reward, job satisfaction rises to .266 units as a result. Thus, the third formulated hypothesis (H3) will be accepted in this study.

Based on the obtained results presented in Table 5, teamwork has a significant impact on job satisfaction since p-value is equal to .040. Column of unstandardized coefficient demonstrates .070 which shows there is a positive impact. For each unit increase of the teamwork, job satisfaction rises to .070 units as a result. Thus, the fourth formulated hypothesis (H4) will be accepted in this study.

Based on the obtained results presented in Table 5, performance appraisal has a significant impact on job satisfaction since p-value is equal to .000. Column of unstandardized coefficient demonstrates .303 which means there is a positive impact. For each unit increase of the reward, job satisfaction rises to .303 units as a result. Thus, the fifth formulated hypothesis (H5) will be accepted in this study.

According to the results above, the Regression equation will be written as follows:

Job Satisfaction = .069 + .291 (Staffing) + .037 (Training) + .266 (Reward) + .070 (Team Work) + .303 (Performance Appraisal)

1. Recommendation and Managerial Implication

According to the achieved results, all of the HRM practices excluding training had the significant impact on job satisfaction. Hence, 4 star and 5 star hotels of Malaysia can increase the level of job satisfaction by means of reward, staffing, performance appraisal and team work. Among all of the influential factors, performance appraisal had the maximum impact. Thus, most of the employees believed that the evaluation of their performance will be beneficial for them. Performance appraisal can be in line with increasing customer satisfaction because most of the hotels attempt to offer the most appropriate services for customers. One of the influential factors is service quality. Some researchers such as Siddiqi (2011) asserted that service quality can increase customer satisfaction and customer loyalty. Hence, through implementing effective HRM practices, the service quality and customer satisfaction will be increased as well.

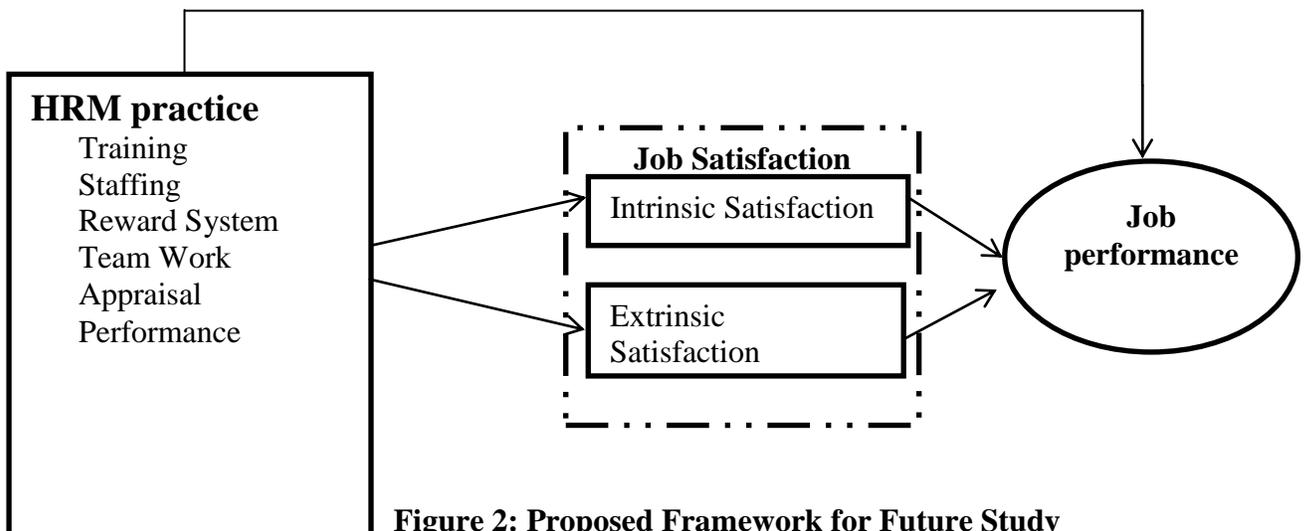
2. Conclusion

Human resource (HR) is considered as a major factor to attain competitive edge. Barney in 1992 explained HR to be having unique capabilities in providing competitive edge to companies that is sustainable. Every organization has set its goals and to attain it job satisfaction is an effective

tool. Many researchers in the field of employee-employer relationship and environment studies have shown this significance of job satisfaction. There are other researches also that illustrate other factors that affect job satisfaction. For example Shahzad et al. (2011) showed the significance of the organization's environment on job satisfaction. Naami and Shokrkon (2006) showed OCB as a factor, Egan (2004) showed the learning culture of the organization as a factor and Williams Gould (2003) showed human resource management practice as a factor.

Hospitality organizations comprises of hotels, resorts, travel agencies etc. As to implement their services these varying parts of hospitality industry may have policies and administration systems that are parallel in nature. From the business angle satisfaction at job is a critical aspect in determining the human resource management's significance in a business. Thus, this study aimed to examine how HRM practices affects job satisfaction in the hospital industry of Malaysia.

In this regard, 5 HRM practices have been recognized which were relevant to the scope of this study. These practices were training, staffing, team work, reward and also performance appraisal. The results from Regression Analysis support all of the HRM practices' impacts excluding training. Also, performance appraisal had the highest impact. Therefore, increase of appraisal performance, staffing, team work and reward system can improve job satisfaction in hotels of Malaysia. Testing the framework of this study in other hotels of Malaysia and also other countries will generate interesting results. These outcomes will contribute to highlight the role of HRM practices. In addition, the framework of this research can be employed in other industries. Job satisfaction can lead to increasing job performance. For future studies another framework can be tested in 4 star and 5 star hotels (Figure 2).



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