



Research Paper

Impact of Human Resource Practices on Employee's Job Satisfaction: A Case Study from Pharmaceutical Companies in Hyderabad, Telangana State, India

Adevally Soujanya^{1*}, Dr. Y. Jahangir², Dr. P. Radha Krishna³

¹Research Scholar, Department of Business Management, Osmania University, Hyderabad- 500007

²Professor, Department of Business Management, Osmania University, Hyderabad- 500007.

³Assistant Professor (C), Department of Business Management, Dr. B.R. Ambedkar Open University, Hyderabad.

*Corresponding Author: Adevally Soujanya

ABSTRACT: The Pharmaceutical sector plays a vital role in underpinning the economic development of a country. This study investigates the impact of Human Resources (HR) practices, recruitment and selection, training and development, performance appraisal, working environment, employee benefits, promotions and transfers on employee's job satisfaction in pharmaceuticals companies of Hyderabad. A pre-tested questionnaire was distributed and five hundred eighty respondents provided working information. The result of the study shows a positive relationship between HR practices and job performance, which indicates fair recruitment and selection, better training and development opportunities and, systematic performance appraisal, a positive working environment, attractive employee benefits packages, and suitability for promotions and transfers increase the level of satisfaction of employees.

KEYWORDS: HR practices, Employees Job Satisfaction, Pharmaceutical employees,

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I. INTRODUCTION

Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. Organizations must adjust themselves to different human resources management practices to attain their key objectives. A company's human resource management practices must create employee's knowledge, skills, and inspiration (Dessler, 2007; Ahmed et al. 2017). Different models of human resource oversaw economy need and has been produced starting with some chances on occasion. All these models bring some knowledge and the human resource expert will effectively deal with that human resource knowledge. The Harvard model Beer et al. (1984) meets expectations concerning concept and these are a key guide on aid all supervisors on their relations for employees and condensed on the human or gentle perspective about HRM. It strives toward employee promise which is not controlled. It meets expectations that employees required will make congruent, skillful and protect persuasive. The Michigan model Fombrun et al. (1984) concentrates with respect to diligent HRM. It holds individuals if we figured out how much a viable resource that acquired cheaply, utilized sparingly, produced and misused fully. The influence from the practices of human resource management (HRM) prominently known as HR practices (Delaney & Huselid, 1996; Katou & Budhwar, 2007). There are a number of factors that impact satisfaction of the employees both informed and creating nations. This research was mainly undertaken to investigate that relationship of satisfaction between with job security, fairness, and supervisors, efficiency in work, pay and promotion, benefits, working condition, help for research, relationship with co-workers, disappointments and appraisal system. This study is a focus to raise a seeing in regards the "effect of HRM practices on employee's job satisfaction" around Hyderabad employees in the pharmaceutical companies.

II. LITERATURE REVIEW

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'human resource (HR)' aspects of a management position including human resource planning, job analysis,

recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Dessler, 2007; Ahmed et al. 2017). HRM have been formed as a management idea which lays stress on the singular specialist and requires on treat individuals likewise stakes as opposed expense (Wilkinson 1990). If it might have been generally acknowledged as a new administration practice, the idea remains unclear similarly as it will be connected in distinctive routes. Guest (1987) identifies three primary methodologies to HRM: firstly, Human Resource Management is another label to workforce management, pointing that organizations rename their workforce division without fundamentally evolving practices, Secondly, Human Resource Management Concerning concept an approach for re-conceptualizing and reorganizing staff parts and describing the worth of effort about faculty department, Thirdly HRM Similarly as a completely new methodology to management for a uniqueness which lies in the joining from human resource under key management and the accentuation with respect to full and certain use for these resources.

2.1. Recruitment and Selection

Recruitment is defined as, “a process to discover the source of manpower to meet the requirements of the staffing schedule. It employs effective measures for attracting the manpower in adequate numbers to facilitate the effective selection of the efficient personnel” (Rao, P. S. 2000). This include two interrelated courses, recruitment is the procedures for generating a pool from claiming fit individuals to apply to work with an organization whiles Selection is the transformation by which particular instruments would utilize to look over a pool of applicant's suitability for the work bringing under attention management objectives and lawful necessities (Bratton & Gold, 2012). Armstrong (2001) categories recruitment and Selection under three stages: characterizing requirement, attracting hopefuls and selecting hopefuls. Those recruitment and Selection procedure may be a standout amongst the vital HRM capacities concerning concept it will be those side of the point for entrance under the vast majority organizations and the place practically organizations initiate talents that drive their objectives and enthusiasm. It reflects the necessities and rationality of the organization as reflected in the bore from claiming people picked for that occupation. Organization's strategy and the dream of the organization could make acknowledged as a pointer of the endeavours of the recruitment and it is a sample of the inward variables (Nel et al., 2008). Concerning concept, a professional HR manager, it is indispensable will bring that competency and capability with select fit workers and put them for suitability worth of effort position (Morques, 2007; Ahemad et al. 2017).

2.2. Training and Development

Training is defined as any attempt to improve the employee's performance on a currently held job or one related to it. Training is generally used for change in specific knowledge skills, attitudes or behaviors. In an effective training, program should involve a learning experience, be planned as organizational activity and be designed in response to the identified needs. Development refers to learning; opportunities do not have to be limited to improve the employees' performance on their current jobs (Bernardin, H. J. 2003). The purpose of training is to give the employees at all levels a sufficient instrument and guidance to enable them to perform their jobs effectively and to prepare themselves for the promotion. The personnel managers' task is to give an advice and to co-ordinate the training policy and programmes of the organization as a whole, but all line managers must directly control the development of the skills and potentials of their subordinates. Induction training, Job training, programmed instruction and apprenticeship are the types of training (Cuming, M. W. 1985; Ahmed et al. 2017). Training could be at work alternately off the work contingent upon the compelling reason being referred to proper training may be needed to different necessities. The discoveries of Armstrong, (2001) uncover that training impacts authoritative commitment, member information and organization-based respect toward oneself.

2.3 Performance Appraisal

An appraisal of the employee is undoubtedly necessary at the time of his employment. However, an appraisal on a continuing basis during the working life of an employee is also desirable and useful. Actually, the evaluation is constantly being done at an unconscious level. Employer evaluates supervisors, fellow colleagues and subordinates. There is needed to generate proper climate as well as formal procedure for evaluating personnel within the organization. Such appraisal is at times described as ratings. Here an individual, after comparison with another, is ranked or rated as excellent, normal or average. Such personnel merit or efficiency ratings are generally used for ascertain an employee's eligibility for promotion (Dudeja, V. D. 2006).

2.4 Working Environment

As per Abdul Raziq and Raheela Maulabakhsh, (2014), Good working environment always increases the comfort level of the workmen and it will enhance the capability of the staff. When the working environment is good, it will always help in achieving the organizational objectives. Supportive and attracting working environment attracts the employees to remain in their professions and encourages them to be the part of the workforce of the organization and work effectively (Oswald, 2012). Healthy working environmental condition empowers the employees to work effectively in the organization and create an environment in which employees'

best use of their knowledge, competences, skills and the resources available to get the high performance in the services (Leshabari et al., 2008). Workplace environment are two types named behavioral and physical (Stallworth & Kleiner, 1996). Barry, (2008) investigated that working environment conditions are closely associated with job satisfaction.

2.5 Employees Benefits

Benefits are forms of the value, other than payment, that are provided to the employee in return for their contribution to the organization that is for doing their job. Some benefits, such as unemployment and worker's compensation are federally required. Prominent examples of benefits are insurance (medical, life, dental disability, unemployment and worker's compensation), vacation pay, holiday pay and maternity leave, employee welfare, safety and health, contribution to retirement (pension, pay) profit sharing, stock options and bonuses. Employees benefits typically refers to the retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans etc. Benefits are increasingly expensive for the businesses to provide the employees, so the range and options of the benefits are changing rapidly to include, for example, flexible benefit plans (Martin, A. 2012; Ahmed et al. 2017).

2.6 Promotion and Transfers

Promotions and transfers are important parts of an individual career. Promotions traditionally refer to the advancement to the positions of increased responsibility whereas; transfers are reassignments to similar positions in other parts of the organization. In an organization, for employers, promotions can provide the opportunities to reward exceptional performance, and to fill open positions with tested and loyal employees. Yet the promotion process isn't always a positive experience for either employee or employer. Unfairness, uncertainty or secrecy can diminish the effectiveness of the promotion process. Several decisions, therefore, appear large in any firm's promotion process. Transfer is a move from one job to another, usually with no change in salary or grade. Employees seek transfer for many reasons, including the personal enrichment, more interesting jobs, greater convenience, location of work, and so on or to jobs offering a greater advancement possibility. Transfers are away to give employees who might have nowhere else to go a chance for another assignment and perhaps, some personal growth (Dessler, 2009).

2.7. Job Satisfaction

A large portion alluded definition of job satisfaction and the best have been advertised toward Locke (1976) who characterized job satisfaction as concerning concept, a pleasing alternately sure enthusiastic state coming about or after of the assessment of a person's particular occupation. Employment satisfaction may be additionally characterized as individual's general state of mind in regards as much alternately her particular occupation (Robbins, 1999). According to Robbins (1999) said that inspiration may be nearly identified with particular job satisfaction. Particular job satisfaction needs a noteworthy impact ahead employee's authoritative commitment, turnover, absenteeism, tardiness, accidents, and grievances (Byars & Rue, 1997; Moorhead & Griffin, 1999).

2.8. HR practices and Job satisfaction

On a large number of researcher and professionals trust that HR practices bring about finer level about job satisfaction which enhances authoritative performance. Yu and Egri (2005) demonstrated the effects of HR practices on job satisfaction and find out there sustain a positive relationship between them. The point of recruitment and selection move forward and fit in the middle of employees and the organization, teams, fill in requirements, and thus, should make a superior organization in earth (Tzafrir, 2006). Katou and Budhwar (2007) clinched alongside an investigation on the Greek manufacturing organizations found that recruitment and selection have been decidedly identified with the greater part authoritative performance variables and make employees satisfied. Training and development allude all and at whatever exert should move forward current about future employee's skills, abilities, and learning and make them feel happy about their role (Aswathappa, 2013). Thang and Buyens (2008) stated that training and development prompt unrivaled knowledge, skills, abilities, attitudes, and conduct technique from claiming employees that eventually improve phenomenal money related and non-fiscal performance of the organization. Compensation and benefits allude with every last bit from the pay or remunerates setting the employees and emerging starting with their employment (Dessler, 2007). Compensation and benefit will be a whole lot critical to workers on it may be a standout amongst the principal purposes behind which individuals fill in and employee's existing status in the society, satisfaction, loyalty, and benefit are likewise impacted by that payment (Aswathappa, 2013). Better compensation and benefits relations make a suitable environment for all workers that eventually impacts job satisfaction (Khan & Taher, 2008).

III. RESEARCH METHODOLOGY

The objective of the research is to check that is there any Impact of H.R Practices on Employee Job Satisfaction. The Methodology provides the detail of the methods and procedures to be used for gathering data, how it will be analyzed, interpreted and how its results/conclusions will be drawn. Data was collected through questionnaires which were adopted from previous studies of Absar et al. (2010), Brayfield and Rothe (1951), Ahmed et al., (2017) and selected for sampling and 580 respondents provide working information.

3.1. Objectives

The main purpose of the study was to identify the impact of HR practices on job satisfaction, the following specific objectives were considered:

- To address the association between HR practices and job satisfaction;
- To identify the impact of HR practices on job satisfaction;
- To suggest some measures in order to enhance the HR practices of the selected industrial enterprises.

3.2. Hypotheses

H01: Recruitment and selection related HR practices have no significant impact on the employee job satisfaction.

H02: Training and development related HR practices have no significant impact on the employee job satisfaction.

H03: Performance appraisal related HR practices have no significant impact on the employee job satisfaction.

H04: Working environment related HR practices have no significant impact on the employee job satisfaction.

H05: Employee benefits related HR practices have no significant impact on the employee job satisfaction.

H06: Promotions and transfers related HR practices have no significant impact on the employee job satisfaction.

3.3 Conceptual framework

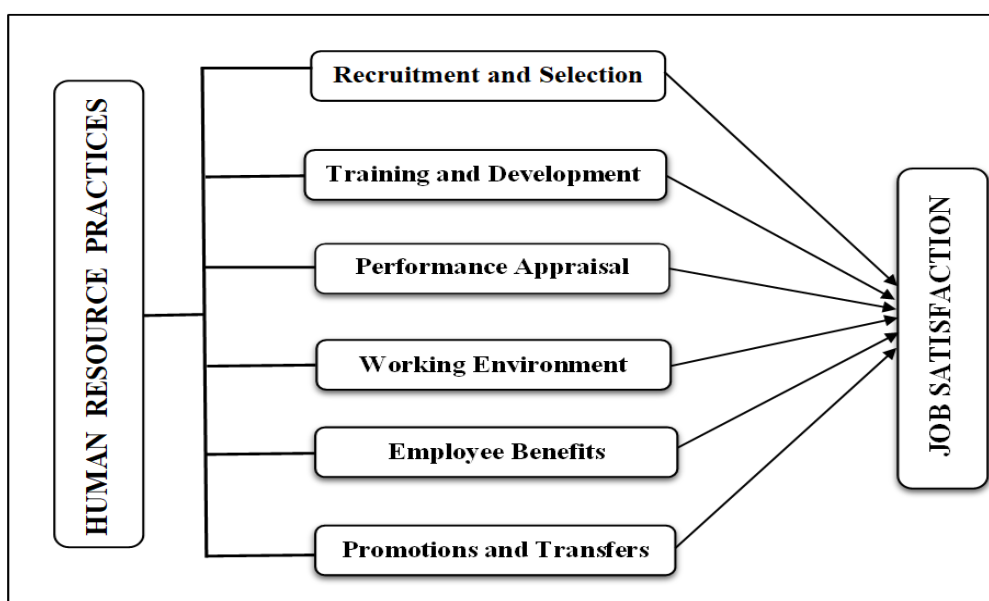


Figure .1. Conceptual frame work for the research study

IV. DATA ANALYSIS AND RESULTS

4.1. Descriptive analysis

There are 580 sample employees are respondent of the study in ten pharmaceutical companies based at Hyderabad. They are classified according to their Gender, Age, Education qualification, and Designation level of management. This personal demographic classification is necessary to understand what level of respondents has participated in the study for carryout further analysis. The table.1. displays the frequency distribution of samples respondents on the basis of their demographic variables. Where, the male employee's respondents are 74.0 % and female employees are respondents are 26.0 % . Age of respondents is divided into four categories, in the first the age limit is 20 to 25 years respondents are 19.1%, in the second category the age limit is from 26 to 35 years respondents are 36.0%, in the third category the age limit is from 36 to 45 years respondents are 37.1%, and fourth category the age limit is 46 to 55 years respondents are 7.8%. It is pertinent to note that a number of the respondents, it is understood that, in the post-graduation holders are more than the other groups i.e., 45.0 percent,

the diploma holders are 13.3 percent, the graduation respondents are 31.1 percent, Ph.D. holders are 5.5 percent and others are 4.7 percent. The job-related status of the respondents are also collected as it affects the buying behaviour of them to a greater extent. It's indicating respondent's designation level of management, 52.8 percent of them were middle level employees. Followed by 32.1 percent of them were lower-level employees, 15.2 percent of them were top level employees.

Table .1. Distribution of the sample respondent's demographic profile.

Demographic Profile		Frequency	Percent
Gender	Male	429	74.0
	Female	151	26.0
	Total	580	100.0
Age	20-25 years	111	19.1
	26-35 years	209	36.0
	36-45 years	215	37.1
	46-55 years	45	7.8
	Total	580	100.0
Qualification	Diploma	77	13.3
	Graduation	183	31.6
	Post-Graduation	261	45.0
	Ph.D.	32	5.5
	Others	27	4.7
	Total	580	100.0
Designation level of management	Top Level	88	15.2
	Middle Level	306	52.8
	Junior Level	186	32.1
	Total	580	100.0

4.1 Reliability and Validity

First, the questionnaire is tested for its reliability and presented (Table 2.) the results and, Cronbach's alpha calculated for several statements within the form show higher consistency 0.871 (>.70) as for all section dependability score is bigger than 0.70. The fifty-eight questionnaire is fit and Cronbach's total is 0.871.

Table.2. Reliability Statistics	
Cronbach's Alpha	N. of Items
.871	58

4.3. Correlation analysis

The correlation coefficients have been used in the statistics to measure how the strong relationship between the two variables relationship between independents and Dependent variable. The greatest commonly used correlation coefficient, called the Pearson correlation coefficient, measures the strength of the independent variables and dependent variable. The present study attempted to examine the relationships between HR practices and Job Satisfaction. HR Practices if perceived appropriate enhance the level of Job Satisfaction between employees in select pharmaceutical companies. Keeping the theory in mind the researcher carried out Correlation Analysis to understand this relationship.

From the Table.3, the mean values for RS, TD, PA, WE, EB, PT and JS factor are found to be 3.81, 3.81, 3.77, 3.93, 3.80, 3.67 and 3.79 and Std. Deviation values found that .529, .437, .446, .475, .471, .550 and .438

Table.3. Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Recruitment and Selection (RS)	580	2.25	5.00	3.81	.529
Training and Development (TD)	580	2.63	5.00	3.81	.437
Performance Appraisal (PA)	580	2.50	5.00	3.77	.446
Working Environment (WE)	580	2.25	5.00	3.93	.475
Employee Benefit (EB)	580	2.25	5.00	3.80	.471
Promotions and Transfers (PT)	580	2.13	4.88	3.67	.550
Job Satisfaction (JS)	580	2.40	5.00	3.79	.438
Valid N (listwise)	580				

Table.4. Correlations analysis

		RS	TD	PA	WE	EB	PT	JS
RS	Pearson Correlation	1	.393**	.180**	.234**	.350**	.209**	.180**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N	580	580	580	580	580	580	580
TD	Pearson Correlation	.393**	1	.369**	.408**	.399**	.261**	.108**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.009
	N	580	580	580	580	580	580	580
PA	Pearson Correlation	.180**	.369**	1	.444**	.516**	.431**	.366**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000
	N	580	580	580	580	580	580	580
WE	Pearson Correlation	.234**	.408**	.444**	1	.548**	.551**	.418**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000
	N	580	580	580	580	580	580	580
EB	Pearson Correlation	.350**	.399**	.516**	.548**	1	.461**	.347**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000
	N	580	580	580	580	580	580	580
PT	Pearson Correlation	.209**	.261**	.431**	.551**	.461**	1	.657**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000
	N	580	580	580	580	580	580	580
JS	Pearson Correlation	.180**	.108**	.366**	.418**	.347**	.657**	1
	Sig. (2-tailed)	.000	.009	.000	.000	.000	.000	
	N	580	580	580	580	580	580	580

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The correlation between appropriateness of factors of HR practices i.e., Between Recruitment and Selection, Training and Development, Performance Appraisal, Working Environment, Employee Benefit, Promotions and Transfers, and Job Satisfaction as perceived by the employees Job Satisfaction is high significant at 0.01 level of significance (Table.4). Since, there is a significant, positive correlation between factors of Human Resource Practices and Job Satisfaction; we draw the inference that HR Practices, if perceived appropriate, increase the level of Job Satisfaction of the employees in the select pharmaceutical companies' understudy.

4.4. Regression analysis

It is a process of predicting and interpreting the dependent variable (DV) by one or more independent variables (IVs). Regressions are analysed through multiple regressions which includes Model Summary, ANOVA, Beta Coefficients (Tables 5, 6, and 7). Multiple regression analysis is when a relation is built with one or more IVs and one DV. The model summary shows the overall fitness of the model and it giving specific consideration to the value of R. The ANOVA results reveal that the F-distribution value is statistically significant value. To determine the statistically significant unique contribution of each variable to the equation will check the value in the table of the coefficient. If the Sig. value is less than .05 (.01, .0001 etc.) then the variable is making a significant unique contribution to the prediction of the dependent variable. If greater than .05 then can conclude that variable is not making a significant unique contribution to the prediction of the dependent variable.

Table.5. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
RS	.194 ^a	.038	.024	.43312	.038	2.798	8	571	.005
TD	.187 ^a	.035	.022	.43372	.035	2.592	8	571	.009
PA	.558 ^a	.312	.302	.36631	.312	32.324	8	571	.000
WE	.580 ^a	.336	.327	.35969	.336	36.172	8	571	.000
EB	.456 ^a	.208	.197	.39284	.208	18.787	8	571	.000
PT	.829 ^a	.688	.683	.24678	.688	157.111	8	571	.000

a. Predictors: (Constant), RS, TD, PA, WE, EB, and PT

b. Dependent Variable: Job Satisfaction

Table.6. ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
RS	Regression	4.199	8	.525	2.798	.005^b
	Residual	107.117	571	.188		
	Total	111.315	579			
TD	Regression	3.901	8	.488	2.592	.009^b
	Residual	107.414	571	.188		
	Total	111.315	579			
PA	Regression	34.698	8	4.337	32.324	.000^b
	Residual	76.617	571	.134		
	Total	111.315	579			
WE	Regression	37.439	8	4.680	36.172	.000^b
	Residual	73.876	571	.129		
	Total	111.315	579			
EB	Regression	23.194	8	2.899	18.787	.000^b
	Residual	88.121	571	.154		
	Total	111.315	579			
PT	Regression	76.542	8	9.568	157.111	.000^b
	Residual	34.773	571	.061		
	Total	111.315	579			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), RS, TD, PA, WE, EB, and PT

Table.7. Coefficients^a

Model		B	Std. Error	t	Sig.
RS	(Constant)	3.220	.152	21.119	.000
TD	(Constant)	3.309	.167	19.761	.000
PA	(Constant)	2.668	.135	19.758	.000
WE	(Constant)	2.347	.143	16.402	.000
EB	(Constant)	2.656	.148	17.967	.000
PT	(Constant)	1.826	.081	22.507	.000

a. Dependent Variable: Job Satisfaction

H01: Recruitment and selection related HR practices have no significant impact on the employee job satisfaction.

From the regression analysis, the first hypothesis is that two variables, which are employee job satisfaction (a dependent variable) and, recruitment and selection (an independent variable), are correlated. According to the statistics (Tables 5, 6, and 7), a model summary R Square value of.038 and sig. = 0.005, an

ANOVA value of 2.798 (F-distribution) and sig. = 0.005, and a beta coefficient value of 3.220 and sig. = 0.000 mean there is a statistically significant relationship between employee job satisfaction and, recruitment and selection. That concludes, when any organisation gives their employees fair recruitment and positions, and then employees become satisfied with their jobs. So, the first null hypothesis is rejected. Ahmed et al. (2017) concluded the same result.

H02: Training and development related HR practices have no significant impact on the employee job satisfaction.

From the regression analysis, the second hypothesis is that two variables, which are employee job satisfaction (a dependent variable) and, training and development (an independent variable), are correlated. According to the statistics (Tables 5, 6, and 7), a model summary R Square value of.035 and sig. = 0.009, an ANOVA value of 2.592 (F-distribution) and sig. = 0.009, and a beta coefficient value of 3.309 and sig. = 0.000 mean there is a statistically significant relationship between employee job satisfaction and, training and development. That concludes, when any organisation gives its employees training and work for the development of their skills, employees become satisfied with their jobs. So, the second null hypothesis is rejected. Dessler (2007) and Ahmed et al. (2017) conclude the same results.

H03: Performance appraisal related HR practices have no significant impact on the employee job satisfaction.

From the regression analysis, the third hypothesis is that two variables, employee job satisfaction (a dependent variable) and performance appraisal (an independent variable), are correlated. According to the statistics (Tables 5, 6, and 7), a model summary R Square value of.312 and sig. = 0.000, an ANOVA value of 32.324 (F-distribution) and sig. = 0.000, and a beta coefficient value of 2.668 and sig. = 0.000 mean there is a statistically significant relationship between employee job satisfaction and performance appraisal. The concludes that, the organisation gives their employees systematic performance work, and then employees become satisfied with their jobs. So, the third null hypothesis is rejected.

H04: Working environment related HR practices have no significant impact on the employee job satisfaction.

From the regression analysis, the fourth hypothesis is that two variables, employee job satisfaction (a dependent variable) and working environment (an independent variable), are correlated. According to the statistics (Tables 5, 6, and 7), a model summary R Square value of.336 and sig. = 0.000, an ANOVA value of 36.172 (F-distribution) and sig. = 0.000, and a beta coefficient value of 2.347 and sig. = 0.000 mean there is a statistically significant relationship between employee job satisfaction and working environment. That concludes, when any organisation gives their employees a positive working environment, and then employees become satisfied with their jobs. So, the fourth null hypothesis is rejected.

H05: Employee benefits related HR practices have no significant impact on the employee job satisfaction.

From the regression analysis, the fifth hypothesis is that two variables, employee job satisfaction (a dependent variable) and employee benefits (an independent variable), are correlated. According to the statistics (Tables 5, 6, and 7), a model summary R Square value of.208 and sig. = 0.000, an ANOVA value of 18.787 (F-distribution) and sig. = 0.000, and a beta coefficient value of 2.656 and sig. = 0.000 mean there is a statistically significant relationship between employee job satisfaction and employee benefits. That concludes, attractive employee benefits packages and compensation lead to employee job satisfaction; the fifth null hypothesis is rejected. Armstrong (2001) and Ahmed et al. (2017) concluded the same results.

H06: Promotions and transfers related HR practices have no significant impact on the employee job satisfaction.

From the regression analysis, the sixth hypothesis is that two variables, employee job satisfaction (a dependent variable) and promotions and transfers (an independent variable), are correlated. According to the statistics (Tables 5, 6, and 7), a model summary R Square value of.208 and sig. = 0.000, an ANOVA value of 18.787 (F-distribution) and sig. = 0.000, and a beta coefficient value of 2.656 and sig. = 0.000 mean there is a statistically significant relationship between employee job satisfaction and promotions and transfers. The conclusion is that suitability promotions and transfers contribute to employee job satisfaction; the sixth null hypothesis is rejected.

V. DISCUSSION AND CONCLUSION

The purpose of this study is to look into how HR practises affect how happy employees are at work. The six practices recruitment and selection, training and development, performance appraisal, working environment, employee benefits, promotions and transfers-were taken to understand the impact on the job satisfaction of the employees. The findings of these questions showed that there was a good relationship between employee satisfaction and human resource management practices. The correlation analysis relating to the performance

appraisal, working environment, employee benefits, promotions and transfers showed higher values. So, to improve the employee's satisfaction with their job and organisation, the management should focus on improving HRM practices and their qualities. It is considered that the HR practises mentioned above are crucial in ensuring employee satisfaction.

VI. RECOMMENDATION

In the current context, human resources are almost as significant as financial assets, technologies, etc. Therefore, organisations must take into account their human resources because they are important for the development of the company. And as the study's findings indicate, more significant factors that influence employees' level of job satisfaction with the company include fair recruitment and selection, better training and development opportunities, systematic performance appraisal, a positive work environment, attractive employee benefits packages, and suitability for promotions and transfers. They should maintain their focus and work to get better. This study includes to the management's knowledge about the impact of HRM practises on employee job satisfaction and a positive work environment, appealing employee benefit plans, and appropriate promotions and transfers which satisfy employees' financial needs and make them happy about their jobs.

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