Impact of HR Competencies on Employee's Job Satisfaction

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Abstract
This study examines the role of human resource (HR) competencies on employee's job satisfaction in telecom sector of Islamabad and Rawalpindi, Pakistan. Less amount of literature is found regarding the impact of organization architect and trust management on employee's job satisfaction. For this purpose, data was collected from employees of Pakistani telecom sector. It was concluded that organization architect and trust management have positive impact on employees job satisfaction. This study is limited to only one sector and only region of Rawalpindi and Islamabad was considered. This study may help the industrial practitioners in retaining their work force, and for enhancing commitment to their work and also, organization and trust management would lead the company to generate integrity, regard and support among workers.
Keywords: HR competencies; Social exchange relationship; Employee job satisfaction; Telecom sector.

Introduction

This is a fact, which cannot be denied that job satisfaction of employees holds a key importance in any organizational setting. The terminology 'employee satisfaction' can be explained as whether serving employees are glad and satisfied and are meeting their desires and requirements at work. Job satisfaction is the satisfaction of workers on their jobs or the degree to which employees like their jobs (Spector, 1997).

Job satisfaction of employees can be considered as most important goal for any organization since it is linked with overall productivity of employees, retention of employees, profitability of organization and customer satisfaction. No organization can achieve its objective without keeping their employees satisfied. HR department of any organization is considered to be responsible for creating job satisfaction among employees of any organization so that they can not only perform their routine job tasks vigilantly but should also can contribute in fulfillment of overall organizational goals. HR functions must have a set of competencies in order to keep employees of the organization satisfied by all means.

That set of competencies may include employee empowerment, recruitment policies, compensation and benefit plans and interactive communication style and scheduling of recreational activities. This ultimately results in bringing job satisfaction within the employees of organization. According to Tett and Meyer (1993), organizational commitment and job satisfaction are considered as critical variables which have a significant impact on organizational outcomes. HR is considered to be responsible for ensuring satisfaction of employees in overall organization.

Broad Problem Area

Employee's job satisfaction is considered as one of the most important ingredient of any organization's success. Organization has to find out how they can keep their employees satisfied for their job.

Mainly going through the structure of organization HR is one unit which is considered responsible for holding a key responsibility of keeping employees satisfied by having employee oriented policies and facilitating them with favorable compensation and benefit plan as compared to competitors. For this purpose, HR unit has to keep a close eye on competitor's policies and as well as the job satisfaction level of employees. A satisfied employee can contribute towards creating a positive culture within the organization and help to improve brand image of the company.

Problem Statement

In this study main problem under study is to identify and analyze the role HR competencies can play in job satisfaction of employees and whether HR competencies are helpful in keeping employees satisfied with respect to their jobs.

Gap Analysis

The pervious studies focused on business acumen, interpersonal communication, and relations management and all these variables are tested as individual, but no study has been done to analyse the effect of organization architect on employees job satisfaction and trust management on employees job satisfaction (Prince 2008) . In the previous research no work has been found on the organizational architect (Giritli, Sertyesilisik, and Horman 2013) and its relaion with trust management (Agorta, Zeballos 2102). Research conducted by (Agorta and Zeballos 2012), stated that the mediation affect of social exchange relationship may be studied in the context of employee's job satisfaction.

Therefore this research study aims to fulfill the gap identified by the previous researches by taking into account Telecom secotor of Pakistan.

Research Objectives

- To measure and analyze the impact of HR competencies on job satisfaction of employees working in telecom sector of Pakistan.
- To examine the mediating role of social exchange relationship on relationship between HR competencies and employee job satisfaction.

Research Questions

- What is the impact of HR competencies on job satisfaction of employees?
- How social exchange relations mediate the relationship between HR competencies and employee job satisfaction?

Literature Review

After the paradigm shift from personnel management to human resource management, the liability of HR professionals increased as before they were just playing the role of mediating party between the employers and employee, later the bar was raised by additional responsibilities like planning, monitoring and controlling different aspects of human resources. They are expected to strive for organizational performance, improving working conditions, designing and implementing best business practices, increasing job satisfaction level of employees and their productivity and creating consensus among all (Srivastava, 2000).

Characteristics required and competencies in an HR person are two different terms. Characteristics can be number of requirements needed to perform routine jobs while competency adds more to it. If characteristics are such that it increases the performance and create a line between an excellent and average performance it will be termed as competency (Dwivedi, 2001).

For every job and organizational activity, different set of competencies are required Boyatzis (1982) mentioned that various HR competencies are job specific and vary from one situation to another while performing specific task or in given area of responsibility. The relationship between competencies and how well the job is performed was addressed by Boyatzis (1982). HR professionals ensure that the tasks are directly related to an employee, as they are working for the rights of employees and has responsibility to work as a moderator between the two i.e., employer and employee. If employee performance will decilne, it will also lead to decline in employee satisfaction and organization performance as each one is integral part of the organization.

Core competencies can be further categorized into organizational and individual level competencies. Organizational level competencies include all the strenghts that organization has and they must be alligned with the organization's mission and vision. While individual level competencies must allign with organizational vision and job assigned (Lahti, 1999).

Business Acumen

Most of the times HR professionals find it difficult to influence other executives due to lack of information relating/pertaining to their task. Business acumen is about identifying the source, gaining the knowledge, creating understanding, linking it and articulating it to achieve the goals (Prince, 2008).

Business acumen traditionally was focused on development of the employees performance at individual level and to know the process of innovation and increase the individual level business education. For this purpose, employees are send for training in order to improve their leadership qualities, to give them more exposure and experiences and to increase the competitive advantage of the organization. As per (Keen and

Etemad 2012) business acumen IS "the behavioral propensity to create capital", as well as "the ability to create positive financial outcomes".

As per (Vathanophas and Thai-ngam, 2007) business acumen is the characteristics, which add value to performance of a person. If a characteristic does not add value it will not be a competency. Business acumen marks a difference between superior performance and average performance as a result of effective and efficiently handling an activity.

Spencer and Spencer (1993) gave the iceberg model for defining the competencies. They explained and categorized competencies into technical and behavioral types and further into five characteristics including motive (purpose which drives or stimulate action or energies), trait (physical characteristics as an response to scenario or situation), self-concept (self-identity, realizations of self or self image), knowledge (information acquired through academics and experience) and skills(requirements to perform an task). Out of these, knowledge and skill are visible and can be judged and embedded in one's life through proper trainings and development activities, while other three are hidden and are difficult to be developed. Business managers mostly focus on rapid growth to create new jobs and act as the employees are wealth for organization. This enhances employee's job satisfaction for achieving long term goal of the firm. (Christian and Hamid, 2012)

Organization Architect

According to (Marianne and Peter 1999), organization architect is to redesign the process of stable/ unstable business. This change is more effective to increase business relations with employees. Organization architect is to build the departmentalization in every organization to decrease the conflict and to increase employee job satisfaction, so that they are not hesitant while performing a task, in turn increasing the human relation between employees (Harold and James, 1964). Andre et al(2011) explained organization architect as a leader, who will bring change in organization and will help fellow employees to except the change introduced by the organization. Also, they will demonstrate to each level of the organization to build confidence and trust in employees (Paul et al 2011). Change in the organization requires employee training regarding each and every aspect of their jobs aspect, so that there is no knowledge gap and employees accept all types of change and to help redesign departmental work as innovative process that can bring organizational change (Wahidul, 2011).

Anirudh, 2012 stated that the organization architect always thinks differently to bring change, helps to contribute towards redefining organization mission, and mostly focus on the management values. Architects always focus on employees and organization future. (Frederik and Albert, 2011).

Interpersonal Communication

According to Christopher and Stephen (2003), interpersonal communication is the first step to solve the problem at one table. It starts with negotiation, influencing employees and building a strong relationship between them. HR professional must have influential power to work as a facilitator. For this they need strong verbal, written, presentation, persuasion, negotiation and listening skills and they need to show sensitivity towards employee to attract their attention. Interpersonal communication is mostly used for motivation purposes, and reduce uncertainty. If uncertainty is reduced then there will be no dispute resulting in more satisfied employees (Ikushi, 2005).

Literature extensively focus on interpersonal communication and how it builds strong relations among employees. This improves trust, confidence and motivate employees at their work (Augusta, 2002). As per the literature, continuous success in telecom sector have to focus on building strong relations with customers, and interpersonal relation concern with customer satisfaction, to give value, respect that will enhance organization productivity. Literature states that interpersonal communication is the exchange of ideas between employees, as well as with the customers, which if present, is a positive indicator for organizational success (Amy and Troy, 2006).

Mostly HR professionals consider environments to develop the employees interpersonal skills, and give them trainings at different level to improve communication skills. The basics to be followed here are: how to identify capabilities and how to judge the customer, what are the customer needs and clarity about own views (Jan, 2007). Mostly HR managers believe that good feedback from employees helps building better policies for the organization. It is necessary to use communication as a medium at every department, to know daily progress, and it will lead to improved planning and controlling skills of employees (Mary and Margaret, 2008).

Relations Management

According to Lawrence (2002), relations management is to build strong interaction with other business partner inside and outside of the organizations. According to Wing (2003), the culture is most important factor to support employees and customers for their higher achievement and performance. This concept is in line with the new management style which states that environment is continuously changing and customer/ employees need trust and quick response at highly competitive environments, However, customer focus on quality, and company

continuously need response from the organization, which will enhance customer value and helps in building strong relations with customers (Mosad, 2004).

Relation management is the industry evolution, in which industry make a database for the customer to know about the customer, to know about the need of employees and customer at each step, so that they can create long term relation with management. (Yurong at al , 2002).

The traditional move of customer from old era to new, that relation with customer and employees are basic account to realize the important of customers that share value and power at market (Wong, 1998). Involving the employees at company meeting is very important that what is going on, where is the change required, and how to bring that change. At that stage, executives give confidence to employees to take part in the decision making, so that employees feel as part of company, and feel valuable for company (Ian and Mattew, 2002).

Trust Management

Literature has found that organization share the current and future assignments, sharing that knowledge in a effective way that trust is related to the job satisfaction (John, 2003). Developing trust is very difficult from business to business. Often trust is much need in the supply chain management. Trust develops strategic relations between organization and in case of broken trust, employees will never make any commitments with their organization (Ik-whan and Taewon, 2005).

Trust management has been studied in different context of relationship, trust as risk, trust as confidence, trust as conflict and trust as emotion. Trust increases the tolerance level, produce high level of commitment in an organization, and mostly it is the positive sign of organizational productivity. Trust has been studied in different aspect economics, psychology, sociology, stating that trust brings positive signs for every organization (Rosemary and Micheal, 2005).

Mostly HR professionals give value to team members that goes to high level of performance. Trust in the organization have key role to play, it influences employees behaviors, and mostly commitment towards their work. It shows positive impact on organizational environment, and a positive change is observed in the employees perception (Elaine, Veronica and Clare, 2009).

Social Exchange Relation

The social exchange relation is defined by researchers as to share life with team members, to know about the work, which may enhance employees' job satisfaction (Edward and Shane, 1999).

It is absolutely necessary for HR managers to know about employees norms/ behaviors and understanding about the particular projects they are working on. It is also stated that leaders have to know about employee's family life which may help them to take innovative work from their employees (Jeroen and Deanne, 2007).

According to Anja (2007), culture is the main aspect to know employees. Researchers focused on reference as the social exchange relation for future consideration, so these are interconnect with each other, to share their mission, exchange life conflict (Arild, 2010).

Employee job Satisfaction

Employee's satisfaction is the most controversial and debatable issue from the very start. Employee's efficiency on his assigned work depends on the satisfaction levels. The more he/she will be satisfied more he/she will be productive (Sharma and Mani, 2012).

It is the satisfaction level, which motivates an employee to work beyond the call of duty and not only earn the name for himself but also for the organization also. This leads to competitive advantage for the firm. A person will be satisfied if he/she is contended, his/her job is fulfilling all the desires, he/she is given best working environment, behavior of peers and supervisors are at their best and training and development opportunities are available to them (Spector, 1997).

Employee satisfaction terminology is used to be defined as if employees are contented and happy. This can also be reinstated as if employees are meeting their desires and requirements at work. Employee satisfaction is considered to be the measurement criterion up to which employees like their job (Spector, 1997).

Employee satisfaction also states as a grade up to which the environment fulfills the desires and needs of an employee. It is also considered to be an important stage for an organization to reach, since revenues, productivity, retention of employees and satisfaction of customers is linked with employee satisfaction. Employees with a high degree of satisfaction and motivation are considered to raise the bar of customer satisfaction which as a return acts positively in achieving organizational performance goals (Hooi, 2007).

Employees having a high satisfaction level at their jobs will appear to be more calm, professional and balanced with the customers putting in an overall positive image of the organization. Whereas, contrary to that, staff members possessing less job satisfaction level will behave in an unpleasant and non professional way

giving a negative impression of overall organization and ultimately not favoring to achieve organizational performance objectives. Of all the traits of an employee, organization's job satisfaction is the one which has been studied and debated the most considering its influence on many other areas of the organization as well as its impact on employee performance, turnover intentions and others.

Research Model
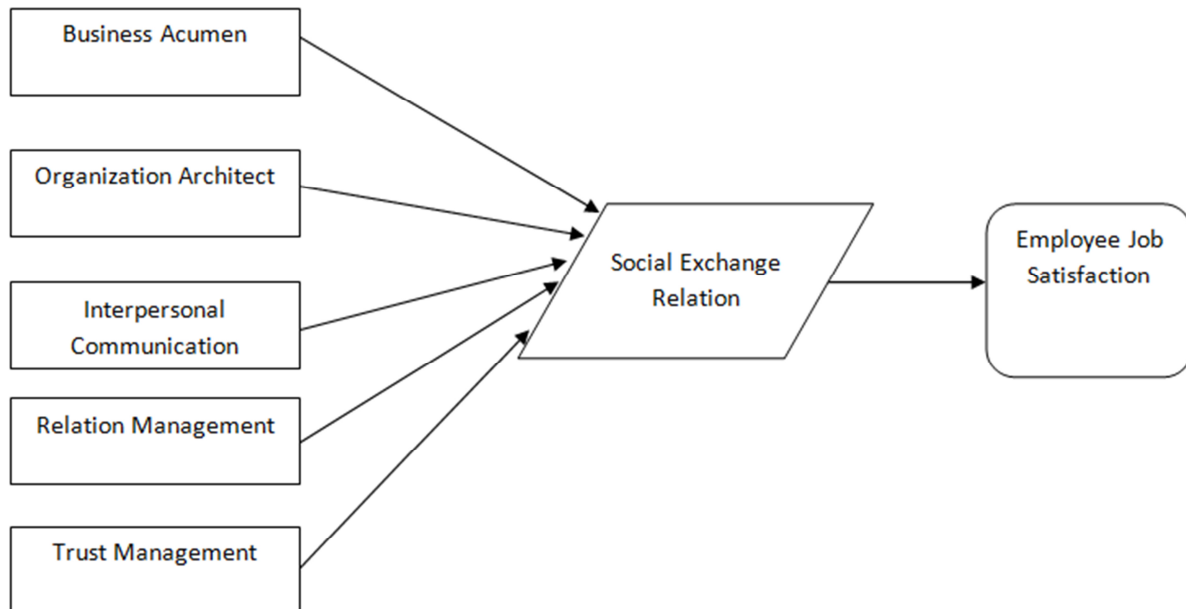
Hypotheses
H1 Business acumen has positive effect on employee's job satisfaction.
H2 Organization architect has positive effect on employee's job satisfaction.
H3 Interpersonal communication has positive effect on employee's job satisfaction.
H4 Relation management has positive effect on employee's job satisfaction.
H5 Trust management has positive effect on employee's job satisfaction.
H6 Social exchange relation has positive effect on employee's job satisfaction.
H7 Social exchange relationships mediate the relationship between business acumen and employee's job satisfaction.
H8 Social exchange relationship mediates the relationship between organization architect and employee's job satisfaction.
H9 Social exchange relationships mediate the relationship between interpersonal communication and employee's job satisfaction.
H10 Social exchange relationship mediates the relationship between relation management and employee's job satisfaction.
H11 Social exchange relationship mediates the relationship between trust management and employee's job satisfaction.

Research Methodology
Study Organizations
Seven telecom companies were chosen including Mobilink, Ufone, Telenor, Warid, Zong, Nayatel, Wateen telecom from twin cities (Rawalpindi and Islamabad) of Pakistan.

Sample Selection
This research was conducted empirically. This study has been restricted geographically and is only limited to telecom offices based in twin cities Rawalpindi and Islamabad.

Unit of Analysis
Unit of analysis of this research is Individual.

Type of Study
Type of study is correlation in nature as it studied the relationship of HR competencies with job satisfaction.

Research Instrument
Adapted questionnaire was used for studying the job satisfaction of telecom employees.
The method which was used to study about the effect of HR competencies and employee's job satisfaction on was quantitative. For that purpose, questionnaire was uploaded on google docs and the link was e-mailed to the respondents. Besides, questionnaires were distributed and collected by hand. Total 390 questionnaires were distributed and 267 were returned back.

Face and Content validity
Questionnaire was shown to four industry specialists, over all formatting, sentence structure, sentence clarity. Content validity was done to verify whether the items are representing the respective variables and could be used in the related field or some changes are required.

Measures
All constructs used multi-scale that has been adapted from previously conducted researches. Questionnaire with a five point Likert scale were used ranging from 1 (Strongly disagree) to 5 (Strongly agree).

Table below shows sources of adapted items.

Variable	Types	No of Items	Adapted From
Business acumen	Independent	07	Davidsson et al, 2009
Organization architect	Independent	06	Davidsson et al, 2009
Interpersonal communication	Independent	07	Davidsson et al, 2009
Trust management	Independent	14	Cook and Wall's 1980
Relationship management	Independent	11	Hewson and McApline, 1999
Social exchange relationship	Mediator	07	Kirkpatrick, 2009
Employee's job satisfaction	Dependent	09	Spector 1994

Analysis of Data and Results
Scale Measurement

Scale Measurement for Pilot Test (N=32)

Variable	Type	No of items	Cronbach alpha
Business Acumen	IV	10	0.748
Organization Architect	IV	08	0.804
Interpersonal communication	IV	14	0.841
Relation management	IV	07	0.781
Trust management	IV	11	0.845
Social exchange relation	MV	07	0.743
Employee's job satisfaction	DV	09	0.802
Overall reliability		66	0.854

The pilot test reliability result for the variables are above alpha 0.60 which is fair reliability result and acceptable. The value of Cronbach's alpha coefficients is greater than 0.7 which is considered to be acceptable (Nunnally, 1978).

Pilot Test: Final survey (N=267)

Variables	Type	No. of items	Cronbach alpha
Business Acumen	IV	07	0.781
Organization Architect	IV	06	0.801
Trust Management	IV	08	0.739
Interpersonal Communication	IV	07	0.816
Relation Management	IV	07	0.744
Social Exchange Relation	MV	06	0.748
Employee's job Satisfaction	DV	06	0.759
Overall reliability		49	0.880

Demographical Statistics

Researcher had targeted the top level managers, operational level managers, middle level managers and supervisors of different telecom companies.

This table explains the respondent's frequencies with respect to the percentages

Demographic Characteristics of the Respondents (N=267)

		Frequency	Percent	Valid Percent	Cumulative Percent
Designation	Top Management	2	.7	.7	.7
	Middle Management	35	12.6	13.1	13.9
	Front Line Management	99	35.7	37.1	50.9
	Others	131	47.3	49.1	100.0
	Total	267	96.4	100.0	
Gender	Male	226	84.6	84.6	84.6
	Female	41	15.4	15.4	15.4
	Total	267	100.0	100.0	
Age	23-30 Years	125	46.8	49.8	46.8
	31-40 Years	95	35.6	35.5	82.4
	41-50 Years	47	17.6	17.6	100.0
	Total	267	100.0	100.0	
Highest Qualification	PHD	7	2.6	2.6	100.0
	M.Phil/MS	124	46.6	46.6	97.4
	Graduate	136	50.9	50.9	50.9
	Total	267	100.0	100.0	
Work Experience	1-3 Years	161	60.3	60.3	60.3
	4-6 Years	45	16.9	16.9	77.2
	8-9 Years	36	13.5	13.5	90.6
	More than 10 Years	25	9.4	9.4	100.0
	Total	267	100.0	100.0	

Descriptive Analysis

	Minimum	Maximum	Mean	S.D.
BA	1.43	5.00	3.9791	.58439
OA	1.33	5.00	3.7778	.70780
TM	1.67	5.00	3.9476	.54108
IPC	1.50	5.00	3.6792	.68965
RM	1.67	4.83	3.7622	.62204
SER	1.50	5.00	3.7235	.64985
EJS	1.43	5.00	3.7785	.59666

ANOVA

	Sum of Squares	df	Mean square	F	Sig.
Regression	23.992	5	5.198	19.748	.000[a]
Residual	68.704	261	.263		
Total	94.695	266			

Predictors BA, OA,TM,IPC,RM.
Dependent Variable EJS

The maximum value of the F - ration is significant and is adequate to proceed for the further regression analysis.

Correlation Analysis

	BA	OA	TM	IPC	RM	SER	EJS
BA	1						
OA	.657**	1					
TM	.671**	.485**	1				
IPC	.192**	.083**	.200**	1			
RM	.114	.054	.174**	.536**	1		
SER	.179**	.207**	.225**	.098	.147*	1	
EJS	.283**	.372**	.472**	.023	.037	.287**	1

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

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

The table shows the inter correlation between the selected variables; the correlation between the variables positive (weak to moderate). In the above table business acumen, organizational architect, interpersonal communication, and trust management have a positive significant correlation at the 1% level of significance where relation management is positively and significantly with all other variable at the 1% significance level.

Regression Analysis

The regression analysis is performed between employee's job satisfactions as the dependent variable; business acumen, organization architect, interpersonal communication, trusts management, relationship management independent variables with a mediator effect of social exchange relation.

Regression Analysis of IV's and DV

Table 8

Regression			
Model	**Beta (β)**	**t**	**Sig**
BA	.289	4.801	.000
OA	.372	6.519	.000
IPC	.023	.383	.702
TM	.657	9.238	.000
RM	.037	.606	.545
R²		0.524	
Adj. R²		0..261	

The results of regression are shown in the table. Firstly, business acumen was regressed on employee job satisfaction. The result of the regression was that the R square is 0.524 and it explained 52% variation in criterion is caused by the predictor and standardized beta coefficient value explains 29% contribution of this model. The beta coefficient was 0.289, t= 4.801 and p = 0.000< 0.05 which were statistically significant, means business acumen has a significant positive effect on employee job satisfaction.

Secondly, organizational architect was regressed on employee job satisfaction. The result of the regression state that that the R square is 0.524 and it explained 52% variation in criterion is caused by the predictor and standardized beta coefficient value explains 37% contribution of this model. The beta coefficient was 0.372, t= 6.519 and p = 0.000< 0.05 which were statistically significant, means organizational architect has a significant positive effect on employee job satisfaction.

Then, interpersonal communication was regressed on employee job satisfaction. The result of the regression show that the R square is 0.524 and it explained 52% variation in criterion is caused by the predictor and standardized beta coefficient value explains 23% contribution of this model. The beta coefficient was 0.023, t= 383 and p = 0.702< 0.05 which were statistically insignificant, which means that interpersonal communication does not have a significant positive effect on employee job satisfaction.

Afterwards, organizational architect was regressed on employee job satisfaction. The result of the regression show that the R square is 0.524 and it explained 52% variation in criterion is caused by the predictor and standardized beta coefficient value explains 52% contribution of this model. The beta coefficient was 0.567, t= 9.328 and p = 0.000< 0.05 which were statistically significant, means trust management has a significant positive effect on employee job satisfaction.

Lastly, relationship management was regressed on employee job satisfaction. The result of the regression show that the R square is 0.524 and it explained 52% variation in criterion is caused by the predictor and standardized beta coefficient value explains 37% contribution of this model. The beta coefficient was 0.037, t= .606 and p = 0.545< 0.05 which were statistically insignificant, means trust management has a significant positive effect on employee job satisfaction.

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Regression analysis of Mediation effect

Result of Regression Analysis for Mediating Variable of social exchange relationship (SER) between Business acumen, Organization architect and trust management (N=267)

IV	DV	Beta (β)	t	Sig
BA	SER	.179	2.957	.003
OA	SER	.207	3.447	.001
TM	SER	.243	4.077	.000
R²	.064			
Adj.R²	.053			

Following steps proposed by (Baron and Kenny 1986), BA, OA and TM on SER (Mediator) through regression and the value of R square was 0.64 explained 64% variation in SER was due to predictor variable, beta coefficient is 0.179, t= 2.957 and p= 0.003< 0.05 and beta coefficient is 0.207, t= 3.447 an d p= 0.000< 0.05 for OA and SER, which are statistically significant, meaning BA and OA have significant positive effect on SER.Whereas, beta coefficient for JA is .0243, t= 4.077 and p= 0..000< 0.05 which are statistically significant, meaning that TM has a significant positive effect on SER.

Mediation

Result of Regression Analysis for Mediating Variable of Social exchange relationship on employee's job satisfaction

IV	DV	Beta (β)	t	Sig
SER	EJS	.287	4.868	.000
R²	.082			
Adj.R²	.079			

Regression equation shows the beta coefficient 28% variation in EJS was due to predictor variable, t-value= 4.868, standardized coefficient beta= .287, and R square ..082. The R square value explains approximately 79% contribution of the model. The result shows that SER has a significant positive effect on EJS.

Mediator

IV	DV	Beta (β)	T	Sig
BA*SER	EJS	-.400	-2.947	.003
OA*SER	EJS	.339	3.252	.001
TM*SER	EJS	.549	4.690	.000
R²	.252			
Adj. R²	.244			

The final step is done to analyse the mediator effect (BA*SER) on EJS. The value of R square was 0.252 explained 26% variation in business acumen was due to social exchange relationship, beta coefficient is 0.-.400, t = -2.947 and p = 0.003< 0.05 which are statistically significant, meaning SER mediates the relationship between business acumen and employee job satisfaction. Similarly, the (OA*SER) and (TM*SER) show the beta coefficient is 0.339, t = 3.52 and p = 0.000<0.05, and beta coefficient is .549, t = 4.69, and p = 0.000<0.05, which are significant, meaning that SER mediates the relationship between organizational architect, trust management and employee job satisfaction.

Hypotheses		Accepted/ Rejected
H1	Business acumen has positive effect on employee job satisfaction.	**Accepted**
H2	Organization architect has positive effect on employee job satisfaction.	**Accepted**
H3	Interpersonal communication has positive effect on employee job satisfaction.	**Rejected**
H4	Relation management has positive effect on employee job satisfaction.	**Rejected**
H5	Trust management has positive effect on employee job satisfaction.	**Accepted**
H6	Social exchange relation has positive effect on employee job satisfaction.	**Accepted**
H7	Social exchange relationship mediates business acumen and employee job satisfaction.	**Accepted**
H8	Social exchange relationship mediates organization architect and employee job satisfaction.	**Accepted**
H9	Social exchange relationship mediates interpersonal communication employee job satisfaction.	**Rejected**
H10	Social exchange relationship mediates relation management and employee job satisfaction.	**Rejected**
H11	Social exchange relationship mediates trust management with employee job satisfaction.	**Accepted**

Discussion and Research Findings

H1 Business acumen has positive impact to employee's job satisfaction (Accepted).

The research findings show that the relationship between the variables is significant at (0.00) and coefficient (β) is 0.289 meaning that business acumen has a positive impact on employee job satisfaction. Therefore the first hypothesis is accepted. Previous study support this hypothesis by indentifying that business acumen is necessary for a person to have knowledge, required skills and potential capabilities to fit in an organization, resulting in job satisfaction (Keen and Etemad, 2012).

H2 Organization architect has positive impact on employee's job satisfaction (Accepted).

The research findings show that the relationship between the variables is significant (0.000) and coefficient (β) is .372. The variation in employee job satisfaction due to organization architect is 37 percent. According to Sandelan (2009) organization architect act as leader for the follower to build confidence and change done by follower by guiding to live it by speech. Fassin (2005) study the architect behavior to built employee job satisfaction.

H3 Interpersonal communication has positive impact on employee's job satisfaction (Rejected).   The research finding shows that the relationship between the variables is significant (0.702) and coefficient (β) is .023 Therefore, interpersonal communication does not impact employee job satisfaction. According to (Gray and Laidlaw, 2002) supervisor behavior is not good with part time workers, so that effect rise conflict, and employee's become dissatisfied, so during conflict, interpersonal communication negatively effects employees job satisfaction.

H4 Trust management has positive impact on employee's job satisfaction (Accepted).

The research finding shows that the relationship between the variables is significant (0.000) and coefficient (β) is .520. According to (Farndale, Hailey, and Kelliher, (2011), high performance organizations show commitment and trust towards their employees, resulting in employees being more satisfied.

H5 Relation management has a positive impact on employee's job satisfaction (Rejected).

The research findings show that the relationship between the variables is significant at (.545) and coefficient (β) is .037. Therefore, relations management does not impact employee job satisfaction. According to (Wing et al, 2003), relations management impact on job satisfaction varies because of cultural differences, demographic characters, and maturity of supervisors with employees and it is different due to different regions as well. Therefore, not all the times, it may have a positive impact on job satisfaction.

H6 Social exchange relations have a positive impact on employee job satisfaction (Accepted).

The research finding show that the relationship between the variables is significant (0.000) and coefficient (β) is .287. According to Kanstantsin et al (2009), social exchange relations are related with the human motion, so the employees would be connected for long term with the organization, so it a positive sign for employee's satisfaction.

H7 Social exchange relation mediates the relationship between business acumen and employee job satisfaction (Accepted).

The research finding shows that the correlation between variables is significant (0.003) and coefficient (β) is -.400 the variation in business acumen and employee's job satisfaction due to social exchange relation is 40 percent. So according to the study social exchange relationship mediates the relation between business acumen and employee job satisfaction.

H8 Social exchange relationship mediates the relationship organization architect and employee job satisfaction (Accepted).

The research findings show that the correlation between variable is significant (.001) and coefficient (β) is .339 the variation is organization architect and employee's job satisfaction due to social exchange relation is 33 percent. So according to the study social exchange relationship mediates the relation between organization architect and employee's job satisfaction.

H9 The relationship between interpersonal communication and employee's job satisfaction was rejected in the first step therefore mediation was not run on this relationship.

H10 The relationship between relation management and employees job satisfaction was rejected in the first step therefore mediation was not run on this relationship.

H11 Social exchange relation mediates the relationship trust management and employee's job satisfaction (Accepted).

 The research findings show that the correlation between variables is significant (.000) and coefficient (β) is .549 the variation is trust management and employee job satisfaction due to social exchange relation is 54 percent.

Managerial Implications

The present study can give many managerial implications:

As business acumen, organization architect, and trust management are having significant effect on employee's job satisfaction would result in enhance performance. Due this enhance performance, productivity of the

organization would increase as well. With help of this imperial study ,culture of the organization will be become flexible to that level where even values of the employees can also be included.

Results shows that business acumen, organization architect and trust management are significant with the job satisfaction would help the industrial people in retaining its workers, and for enhancing commitment to their work and organization. Management of trust would lead the company to generate integrity, regard and support among workers. People would start to depend positively with each other. Employees would be more flexible towards accepting positive change and resist less for it.

Limitations

- Limitations of this study are in a way firstly it is limited to twin cities Rawalpindi and Islamabad only.
- Data was collected from seven telecom sector based on non probability convenience sampling as it was easy to access data from these respected telecom company.
- Employee's job satisfaction is measured in terms of social exchange relationship and HR competencies other competencies were not taken into account like Strategic contribution, Personal Credibility, Business Knowledge, Personal Credibility.

Conclusion

The overall findings of research shows significant relationship among HR competencies (Business acumen, organization architect, interpersonal communication, relationship management, trust management) with employee's job satisfaction. The finding of this study are discussed on the basis of hypothesized model. Then will discuss the implication of the study for research (academia) and practice in filed (managerial implication). Next, limitations of this study and recommendation for future research are discussed. The study found that HR competencies affects employee's job satisfaction level either the person is working with the mentioned person or from any other department.

HR representative organization architect contributions towards strategic decision making, culture management, firm change and market driven connectivity affects the employee's job satisfaction and if involvement is low it may result in decreasing employee job satisfaction level and HR holds one of the influential and codependent role in any organization.

HR representative's personal credibility in terms of effective relationships, result driven/oriented and best personal communication affects the employee's job satisfaction and if credibility is low in front of others it may result in decreasing employee job satisfaction level and HR person needs to be trustworthy, if not, he can't add value.

HR representative's interpersonal skills like trustworthy relationship, polite attitude/tone and respectable personality adds more to employee's job satisfaction.

As per drawn results, HR representative's business acumen didn't add much to the employee job satisfaction level.

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