

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT  
PRACTICES AND JOB SATISFACTION:  
A Case of Telecommunication Firm in Saudi Arabia**

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**UNIVERSITI UTARA MALAYSIA**

**2011**

**THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT  
PRACTICES AND JOB SATISFACTION:**

**A Case of Telecommunication Firm in Saudi Arabia**

A project paper submitted to the College of Business in partial fulfillment of the requirements for  
the degree of Master of Human Resource Management

Universiti Utara Malaysia

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## ABSTRACT

Previous studies have documented the impact of HRM practices on employees' job satisfaction. Also, it has been found that HRM practices play a significant role in predicting employees' job satisfaction. However, it is argued in this thesis that very limited number of studies have been conducted on the relationship between HR practices and employee job satisfaction in the perspective of developing countries in general, so this study aimed at investigating whether HRM practice have a positive impact on employees' job satisfaction in one of telecommunication company called Zain located in Saudi Arabia. To this end, 97 respondents working in Zain telecommunication company located in Saudi Arabia were selected to participate in the study. Job satisfaction was measured by the 15-item developed by wright and cropanzana (1998). HRM practices was measured by the 26-items This instrument have 7 items to measure staffing, 7 items to measure training & development, 7 items to measure performance appraisal and 5 items to measure the compensation. The instruments for HRM practices was measured by using the 5-item questionnaire developed by (Singh, 2004 & Qureshi M Tahir, 2006). The findings revealed that HRM practices was statistically and significantly related to overall job satisfaction. training & development was found to be the best predictor of job satisfaction. The limitations of this study and the recommendations for future research are also discussed.

**Keywords:** HRM practices, staffing, training and development, performance appraisal , compensation, , employee job satisfaction , *Zain telecommunication company*.

## ACKNOWLEDGEMENT

All praise and gratitude be given to Allah the Almighty for giving me such a great strength, patience, courage, and ability to complete this project.

Although any learning activity is a lonely personal project, it requires help, support and encouragement of others to be successful. Just as an eagle could not soar without the invisible strength of the wind, I could not have arrived at this place without all the invisible hands that provided me that strength. I would like to present my humble appreciation and gratefulness to all the people who made this journey possible. I am in debt to those who knowingly and unknowingly were so helpful and important in the difficult moments.

Firstly, my deepest appreciation goes to **ABDUL MANAF BOHARI** who has provided unlimited amount of encouragement and professional support. He valued my commitment to self and lifelong learning and all the while supporting my professional endeavors. Thank you, **ABDUL MANAF BOHARI**, for your always-positive attitude and outlook; you are an incredible supervisor and an outstanding leader.

Secondly, to **Madya Dr. Ismail bin Lebai Othman**, who has provided his expertise, knowledge, support, and coaching during the class that I took with him. The highest compliment I can say to a lecturer like you is: I have learned from you.

Thirdly, to Dr. Norsiah Bt Mat, who has provided her expertise, knowledge, support, and coaching. You are so kind, thank you.

I wish to thank several individuals Alssubhhi , bander abed e, Hamdan alshami who have provided expertise, encouragement, and assistance in the accomplishment of this educational endeavor. When I say I couldn't have done it without their help, I am not simply passing on a trite compliment; I mean it!

I will not forget to thank Dr. Norsiah Bt Mat, Dr. Norazuwa Bt Mat, Prof. Madya Dr. Ismail bin Lebai Othman, Munauwar bin Mustafa, Mumtaj Bt Hassan and Dr. Mohammad Yazam , for proof reading assignments, talking out ideas, providing technical and psychological assistance, and for guiding and supporting my efforts to succeed in this program.

Above all I would like to express my gratitude to my parents, brothers and sisters for their endless love and warm support that they have given me all throughout of my life. They are the heroes for their psychological and economical support.

(ALFAQIH, ABDULRAHMAN ALI)

## Contents

|  |     |
|--|-----|
| PERMISSION TO USE.....   | iii |
| DECLARATION.....   | iv  |
| ABSTRACT.....  | v   |
| ACKNOWLEDGEMENT.....   | vi  |
| CHAPTER ONE INTRODUCTION .....   | 1   |
| 1.1 INTRODUCTION.....  | 1   |
| 1.2 PROBLEM STATEMENT .....  | 2   |
| 1.3 RESEARCH OBJECTIVES.....   | 4   |
| 1.4 RESEARCH QUESTIONS.....  | 5   |
| 1.5 SIGNIFICANCE OF THE STUDY .....  | 5   |
| 1.6 SCOPE OF THE STUDY.....  | 7   |
| 1.7 DEFINITION OF KEY TERMS.....   | 7   |
| 1.8 SUBSEQUENT OF THE CHAPTERS.....  | 8   |
| CHAPTER TWO LITRETURE REVIEW .....   | 9   |
| 2.1 INTRODUCTION.....  | 9   |
| 2.2 EMPLOYEE JOB SATISFACTION.....   | 9   |
| 2.3 HUMAN RESOURCE MANAGEMENT .....  | 14  |
| 2.4 THE RELATIONSHIP BETWEEN HRM PRACTICES AND EMPLOYEE JOB SATISFACTION.....            | 16  |
| 2.4.1 THE RELATIONSHIP BETWEEN STAFFING AND EMPLOYEE JOB SATISFACTION.....               | 18  |
| 2.4.2 THE RELATIONSHIP BETWEEN TRAINING & DEVELOPMENT AND EMPLOYEE JOB SATISFACTION..... | 19  |
| 2.4.3 THE RELATIONSHIP BETWEEN COMPENSATION AND EMPLOYEE JOB SATISFACTION.....           | 21  |
| 2.4.4 THE RELATIONSHIP BETWEEN PERFORMANCE APPRAISAL AND EMPLOYEE JOB SATISFACTION.....  | 24  |
| 2.5 RESEARCH FRAMEWORK.....  | 26  |
| 2.6 HYPOTHESES DEVELOPMENT .....   | 27  |
| 2.7 CONCLUSION .....   | 27  |



|  |           |
|--|-----------|
| <b>CHAPTER THREE METHODOLOGY .....</b>                             | <b>28</b> |
| <b>3.1 INTRODUCTION.....</b>                                       | <b>28</b> |
| <b>3.2 RESEARCH DESIGN.....</b>                                    | <b>28</b> |
| <b>3.3 POPULATION AND SAMPLING.....</b>                            | <b>29</b> |
| <b>3.4 MEASUREMENT.....</b>  | <b>29</b> |
| <b>3.4.1 Job satisfaction.....</b>                                 | <b>29</b> |
| <b>3.4.2 HRM Practices .....</b>                                   | <b>31</b> |
| <b>3.5 DATA ANALYSIS TECHNIQUES .....</b>                          | <b>33</b> |
| <b>3.6 QUESTIONNAIRE DESIGN .....</b>                              | <b>34</b> |
| <b>3.7 RELIABILITY .....</b>                                       | <b>34</b> |
| <b>3.8 CONCLUSION .....</b>  | <b>35</b> |
| <b>CHAPTER FOUR FINDINGS .....</b>                                 | <b>36</b> |
| <b>4.1 INTRODUCTION.....</b>                                       | <b>36</b> |
| <b>4.2 OVERVIEW OF DATA COLLECTED.....</b>                         | <b>36</b> |
| <b>4.2.1 Response Rate.....</b>                                    | <b>36</b> |
| <b>4.3 RESPONDENTS' PROFILE.....</b>                               | <b>37</b> |
| <b>4.4 RELIABILITY ANALYSIS.....</b>                               | <b>38</b> |
| <b>4.5 DESCRIPTIVE ANALYSIS.....</b>                               | <b>39</b> |
| <b>4.6 MAJOR FINDINGS .....</b>                                    | <b>41</b> |
| <b>4.6.1 Pearson Correlation Coefficient .....</b>                 | <b>41</b> |
| <b>4.6.2 Hierarchical Multiple Regression Analysis (HMRA).....</b> | <b>44</b> |
| <b>4.7 SUMMARY OF FINDINGS .....</b>                               | <b>46</b> |
| <b>4.8 CONCLUSION .....</b>  | <b>46</b> |
| <b>CHAPTER FIVE DISCUSSION, RECOMMENDATION, AND CONCLUSION ..</b>  | <b>47</b> |
| <b>5.1 INTRODUCTION.....</b>                                       | <b>47</b> |
| <b>5.2 DISCUSSION .....</b>  | <b>47</b> |
| <b>5.3 LIMITATION OF THE STUDY.....</b>                            | <b>50</b> |
| <b>5.3.1 Financial Constraints.....</b>                            | <b>50</b> |
| <b>5.3.2 Lack of Experience .....</b>                              | <b>50</b> |
| <b>5.3.3 Respondents Co-operation .....</b>                        | <b>51</b> |
| <b>5.4 RECOMMENDATION FOR FUTURE RESEARCH.....</b>                 | <b>51</b> |

|                             |           |
|-----------------------------|-----------|
| <b>5.5 CONCLUSION .....</b> | <b>51</b> |
| <b>References .....</b>     | <b>53</b> |
| <b>APPENDIX A .....</b>     | <b>61</b> |
| <b>Appendix B .....</b>     | <b>68</b> |

## LIST OF TABLES

|   |        |
|---|--------|
| Table 3.1: job satisfaction measures.....   | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 3.2: Distribution of variables for HRM Practices.....                                     | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 4.1: Response Rate.....   | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 4.2: Respondents Profile.....   | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 4.3: Reliability Analysis.....  | 39     |
| Table 4.4: Descriptive Statistics of Variables.....   | 40     |
| Table 4.5: Pearson Intercorrelations Matrix Result.....   | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 4.6.: Hierarchical Multiple Regression Analysis (HMRA).....                               | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 4.7: Results of Hierarchical Multiple Regression Analysis without Mediating Variable..... | Error! |
| <b>Bookmark not defined.</b>  |        |
| Table 4.8: summary of finding .....   | Error! |
| <b>Bookmark not defined.</b>  |        |

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 INTRODUCTION**

Nowadays we are living in an era where the business world has become a village and the business organizations are facing strong competition from around the globe. The most important source of competitive advantage for any company is its their human resources (Becker & Huselid, 1998). When it comes to developing countries like Saudi Arabia the role of human resources is observable only in those companies which are either knowledge organizations or are technology intensive organizations. One sector which has shown great performance can be attributed to its use of technology made possible by its competitive and innovative Human Resource practices is the telecommunication sector.

Human resource management practices faces challenges of bringing better fitted workers into the organizations and meeting the workers' needs and expectations. Thus, there is a compelling demand to develop better ideas, strategies to improve the interface between employees and employers, and to elaborate comprehensive insight that can help human resource managers get better results and improved employees job satisfaction (Vigoda & Cohen, 2003). The relationship between human resource management (HRM) and employee job satisfaction has received extensive considerable attention from researchers in recent years (e.g., Li, Zhao, & Liu, 2006; Sanchez, Jimenez, Carnicer, & Perez, 2007; Lin & Chen, 2007).

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