



Human Resource Management Practices on Job Satisfaction in selected Private Universities in South West, Nigeria

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ABSTRACT

This study examined the effect of Human Resource Management (HRM) practices on job satisfaction in private universities in South West, Nigeria. Descriptive research design was adopted for the study. The study population frame is 3,261 (three thousand two hundred and sixty-one) involving all academic staff members from the selected private universities in South West, Nigeria. The Taro Yamane formula was used to statistically determine the sample size, which was 356 (three hundred and fifty-six). The study used a well-structured questionnaire to collect responses from the respondents. Descriptive statistics employed for data analysis were frequency counts, simple percentages, mean scores, and standard deviations, while the inferential statistics utilized was the multiple regression with the aid of SPSS (Statistical Package for Social Sciences) version 23. The results of the study revealed that, HRM practices were found to have a positive effect on job satisfaction at a few private universities in South West, Nigeria ($\beta=.768$; $t = 13.972$, $p<.05$). The study concluded that the adoption of HRM practices such as flexible work plan, transport benefits, employee compensation, has improved organizational performance in private universities in South West Nigeria. The study therefore recommended that to allow for increased organizational performance, the variables of HRM practices such as flexible work plan, transport benefits, employee compensation needs to be employed by universities and it should be modelled in such a way that the employers can employ it for their university operations.

Keywords: HRM Practices, Job Satisfaction, Private Universities, South West, Nigeria.

Journal Reference Format:

Aremu, F.E. (2023): Human Resource Management Practices on Job Satisfaction in selected Private Universities in South West, Nigeria. *Humanities, Management, Arts, Education & the Social Sciences Journal*. Vol. 11. No. 4, Pp 25-36. www.isteams.net/humanitiesjournal. [dx.doi.org/10.22624/AIMS/HUMANITIES/V11N4P3](https://doi.org/10.22624/AIMS/HUMANITIES/V11N4P3)

1. INTRODUCTION

One area of an establishment performance is the management of employee in the establishment. The establishment fundamentally in both private and public segment was determined by certain resources such as material, money, machine and men information resources. It is through the merging of these resources that the attainment of the personnel performance can be accomplished. However, the most important and complicated component for the attainment of achievement in the establishment is the human resource.



Kipkebut (2010) universities can adopt various HRM practices to strengthen personnel skills as well as encourage them to work harder towards realizing the set targets. Universities can develop the quality of modern employees by providing extensive training and expansion activities. Significant evidence submits that investments in training create beneficial establishment outcomes (Munjuri, 2011). The performance of skilled personnel may be limited if they are not encouraged to execute their jobs. Establishment can achieve merit pay or motivation settlement systems that provide compensation to employees for meeting precise goals. Fulfillment administration as a process obviously distinguishes that in today's universally combative business environment, every employee's effort must cynsure on helping the establishment to achieve its planned goals (Waithaka, 2010).

A consent has emerged among intellectuals and professionals alike that the establishment atmosphere has become more combative than in the past because of proliferation (Busienei, 2013). Businei (2013) claims that in order to subsist in this new era, establishment must center more on their combative tenacity so as to develop relevant long-term planning. The scholar further stated that the way an establishment maintain employee can impact its achievement. In particular HRM practices such as employee participation, empowerment, team-based production systems, resourcing practices, extensive employee training and development, job design, promotion, performance appraisal as well as compensation are widely believed to develop the achievement of the establishment (Busienei, 2013).

The Nigerian university system is faced with serious threat such as epileptic power supply for laboratory analysis, inadequate funding, inadequate qualified lecturers, insufficient classrooms, non-accessibility of tertiary education fund for lecturers to attend symposiums, seminars, conferences and workshops (Ogbu & Udensi, 2017). Inadequate consideration given to HRM practices especially in enticing applicants, encouraging, and retaining desirable training staff is one of the dominant stumbling block for the efficiency of the school system in Nigeria. The fact remains that instructors have been leaving the border of Nigeria to other countries for greener pastures since the workers are not taken good care of in their own country (Chitsaz-Isfahani & Boustani, 2014). Nigeria is a country where a legatee of doctor of philosophy takes lesser pay at the end of the month than somebody with a bachelors' degree in another commercial enterprise which the lecturer taught (Sule & Ugoji, 2013, Ogbu & Udensi, 2017). This is not good for the country that parades herself as "Colossal of Africa". Perhaps this is the reason why most Nigerian instructors relocate to other countries for greener pastures.

What necessitated this study are the insufficient attention being meted out to adoption of HRM practices in private universities in the study area as mentioned above that the Nigerian instructors relocate to other countries for greener pastures. In view of the above challenges, study concerned the human resource management practices on job satisfaction in selected private universities in South-West, Nigeria becomes highly essential. In order to ascertain the effect of human resource management practices on job satisfaction in selected private universities in South-West, Nigeria necessitated for the research gap in relevant literature to conduct this study. Therefore, the objective to determine the effect of human resource management practices on job satisfaction in selected private universities in South West, Nigeria.



1.1 Research Question

Based on the statement of problem, one research question was raised.

1. What is the effect of HRM practices on job satisfaction in selected private universities in South West, Nigeria?

1.2 Hypothesis formulated

H₀₂ Human resource management practices has no significant effect on job satisfaction in selected private Universities in South West, Nigeria

2. LITERATURE REVIEW

2.1 Concept and Definition of Human Resource Management Practices

Ramazan and Fatih (2015) described human resource management practices as a planned and suitable method to management of an establishment most valuable assets, the people employed there who one by one and mutually contribute to the achievement of its goals. In another view, human resource management practice accomplishments include formal policies and everyday practices for handling people and addressing human resource management practices issues and human resource management policies are proclamation that offer a general declaration of how people will be managed (Shafique-ur, Rapih & Hazeline, 2019). The main objective of human resource management practices is to attain the proper situation for an establishment that contribute the materials and spiritual need that are fulfilled in line by exploiting the profits, the expansion of the skills and talents of the individuals, maintenance of the rightful workers and the creation of the appropriate interactions (Shahram, 2017).

Human resource management practices comprised of responsibilities and tasks including private and public duties. The tasks of the human resource management practices in an establishment consists of controlling, organizing planning, monitoring and leading (Shafique-ur, Rapih & Haseline, 2019). The revolution of human resource management practices plays an important role in the heightened skills and knowledge, also in encouraging the productivity and higher performance of the establishment. Human resource management practices has two methods, hard and soft. The hard method is a factor for the establishment efficiency focusing on the workers affairs including approaches and guidelines leading to the balanced input and output of an establishment, on the other hand, the soft methods reacts to the human resource management practices through the behaviours of the workers (Shahram, 2017).

Enis (2017) specified that human resource management practices advance establishment success and achievement by keeping employees with knowledge, abilities and skills, identifying, attracting and acquiring the employees behaviour that will sustain the vision and mission of the establishment. In this way, the achievement and practices of HRM depend on how it envelop the proper attitudes and comportment of the workers in addition to its operation.

2.2 Job satisfaction

Job satisfaction can be defined as emotional state of how an individual feels towards work. In other words, it is worker's attitudes and feelings about variety of intrinsic and extrinsic elements towards job done and the organization personnel worked for.



Worker' fulfillment is considered as all-around module of an establishments human resource planning. According to Simatwa (2011) job fulfillment means a function which is positively related to the degree to which one's personal needs are achieved in the job situation. Kuria (2011) opined that workers are the most fulfilled and highly effective when their job offers them safety from financial strain, participation in decision making, clean definitions of duties and responsibilities, opportunities for promotion, opportunity to contribute ideas and suggestions, incentive plans and profit sharing activities, fringe benefits, managing affairs, recognition of their effort clean policy of grievances, sound payment structure, health and safety measures, social security, compensation, communication system and atmosphere of mutual trust respect. Job satisfaction means enjoyable emotional state of feeling that results from achievement of work (Simatwa, 2011).

It begins with the enrolment of right people and remains with HRM practices programmes to keep worker involved and dedicated to the establishments (Freyermuth, 2004). Sutherland (2004) contends that firms with high quality human capital achieve better in marketplace, and convey higher and more dependable returns to shareholders, than firms with ordinary workers. Sutherland further emphasizes that sustainable combative advantage requires fulfillment of worker for retention to the knowledge base of an establishments. This knowledge is often hard and tacit to transfer between workers. He stressed further that combative firms worldwide rely on their workers to provide advantageous and innovative original solutions to problems the firm may have. Workers are considered to be part of the tangible assets of an establishments. They are a precious commodity that forms an important part of an establishment's value.

Workers job fulfillment is extremely significant in an establishment because it is what output depends on. Workers fulfillment would lead to quality production in optimal time and lead to increasing profits. Fulfilled Workers are also more likely to be innovative and creative come up with developments that allow establishment to grow and change positively with time. Workers fulfillment is becoming more combative for establishment including those in the service sector such as higher institution of learning due to a number of factors such as variances in the level of management-workers prospects, the high cost that is connected with hiring new talents, among others.

Workers' need for planned effort directed at fulfilling current labourers is now urgent than ever to increase retention rates and lessen the connected costs of high turnover. Intended turnover is a huge problem for many establishment (Mitchell, Holtom & Lee, 2001). The labour market today is flourishing and changing fast. It is the obligation of the leader in the establishment to adapt to these changes to be able to make the establishment profitable. To be able to do this, it is essential to fulfill the key workers in the establishment since they are the ones that drive the firm forward.

Young (2006) firms are faced with people parting to join other firms, the average worker is changing jobs ten times between ages of 18 and 37 incessantly. Young further suggested that one response to this issue is to trust that you can acquire knowledge to substitute what you are losing. Mello (2007) workers in an institution have always been important assets as their departure could have substantial effect on the utilization of the institution's business strategy and may ultimately cause a parallel deterioration in productivity. To this end, Workers fulfillment is significant in the long-term development and success of a firm. Workers fulfillment would confirm customer fulfillment and effective succession planning,



Workers fulfillment would also increase investor's confidence, as they are troubled with establishment's capacity to function in such ways that would completely effect the value of their investment in the firm, hence there is no question that uncontrolled workers turnover could damage the stability of the firm. Intelligent and workers job fulfillment are closely connected, in that happy brains lead to productive brains (Mello, 2007).

Likewise, when the workers of the universities are fulfilled, they will attend work more routinely, less turnover, high level of incorruptibility and integrity for the universities and high nationality behaviour (Armstrong & Taylor, 2014). The workers are more involved in positive results when they are more fulfilled. The success of the universities depends on the degree of fulfillment of the workers in the universities. The employees are not leaving the universities when they are fulfilled with the universities. The retention of old employees can be possible by employee's job satisfaction. In this way, the workers achieve high level goals and gain combative edge in the universities. The extremely happy workers would have achieve high performance and gain combative edge for the universities (Ölçer & Florescu, 2015).

2.3 Theoretical Review

2.3.1 Theory of Equity

Adopted from Ryan (2016) in 1963, psychologist John Stacey Adams developed this model of equity. The philosophy of equity revolves around defining if the spreading of assets is fair for all collaborators in society. For each person, equity is verified by discovering the proportion of responsibilities and welfares (Guerrero *et al.*, 2014). An individual can assess an establishment's decisions that how they can assign those positions, and then respond to actions and activities centred on their interpretations of such decisions either equally or unfairly (Ryan, 2016). In addition, equity theory implies that workers are conscious of the value in establishment's conditions (Tabibnia *et al.*, 2008).

2.3.2 Theory of Goal Setting

This theory is adopted by Locke and Latham (2019). Edwin A Locke discusses how psychological experiments under unambiguous working atmospheres can work under this target setting theory. He asserts that goals or aims are awakened representatives to work more and more unequivocally. An employee's transfer to journey's end prevents precarious situations within the group. Locke recommends that if the employee's ambitions are set for better desires, they would usually throw the most absurd creativity into doing it. This is linked to the likelihood of 'self-sufficiency,' when a person identifies that he is good at executing the role and is encouraged to finish it. This theory elucidates humanoid activities in unequivocal strength circumstances presenting that objective inspires representatives to effort well and in explicit ways. A way of employees towards objectives keeps away from turbulent circumstances in the establishment and society (Lunenburg, 2011).

2.3.3 Discrepancy Theory

This theory stated that "Job satisfaction and dissatisfaction are functions of the perceived relationship between what one wants from one's job and what one perceives it is offering." This approach does not make it clear whether or not over-satisfaction is a part of dissatisfaction and if so, how does it differ from dissatisfaction Al-Hosam, Ahmed, Ahmed, & Joarder (2016).



2.4 Empirical Review

2.4.1 Human Resource Management Practices (Components) and Job Satisfaction

Ullah, Shaikh, Talpur and Shaikh (2012) investigated the effect of HRM practices on job satisfaction using higher institutions sector of Peshawar as case study. Their research clearly defined the nexus between innovative human resource practices and establishment citizenship behaviours (OCB). The research sampled 400 professionals from 25 tech firms in Pakistan and responses were gathered using standardized questionnaire. Multiple regression analysis of their research shown that innovative human resource planning have an important impact on establishment citizenship behaviours. Furthermore, it was shown that creative human resource planning have an important impact on the humanitarianism, generosity and metropolitan morality aspects of establishment citizenship behaviours, according to a comprehensive analysis.

Gitonga and Willis (2021) accessed the impact of HRM practices and establishment achievement in Kenya, a critical recapitulation. The results of the research shown that human resource management practices in terms of reward and compensation system, training and development of employees, working environment and leadership practices has important impact on establishment achievement. Sule (2019) investigated the connection between human resources management practices (welfare, training, and recruitment) and academic staff labour turnover in private universities in Ogun State. The research accepted survey research design with population of 1653 academic staff. Cluster sampling methods was used to select the number of 310 respondents of private higher institutions in Ogun state as the research sample size. Primary data was obtained with the administration of 360 questionnaire.

The data collected were descriptively analyzed while the hypotheses framed were tested with Kendall's tau b coefficient of correlation. The results of the findings shown that there is a significant correlation between human resources management practices (welfare recruitment and training) and labour turnover. The research therefore advocated that human resource unit of every establishment should strictly follow the human resources management practices very well with specific significance on employment. Also, workers should constantly be skilled and reskilled as well as looking after their well-being. Lawler and Worley (2017) postulates that reward and compensation system over time has been found to impact and promoter of performance of the workers. Makokha, Namusonge, Milgo, and Kamali (2017) find out how worker commitment was important by human resources management practice in Kenya. From the findings, compensation and reward system, resourcing, development of workers through training were some of the human resources management practices that influenced workers engagement positively. The researcher noted that establishment can use resource planning of workers to get more knowledgeable and appropriate workforce that is competent and effective in realizing overall establishment objectives which are expressed in its mission and vision statements. From the results, training of workers increases workers motivation.

Sal and Raja (2016) carried out a research to provide the effect of training and development on institution productivity. The research was centered on a quantitative method and primary data was collected through use of designed questionnaire. The total population was 420 workers out of which 254 respondents were chosen as the sample size of the study. From the results, the research established that there exists a statistically significant positive relationship between training and



development and establishment achievement. The research only used quantitative data. It would have been better to use mixed research methods (use of both quantitative and qualitative methods) to reduce the biasness of quantitative approaches. Odhiambo (2018) investigate the impact of training and development on establishment achievement. Using descriptive survey research design and with a sample size of 377 respondents, the study wrap up that there survives a statistically significant positive correlation between training and development and establishment achievement. However, based on the study, longitudinal research design is incited to check on the impact of training and development on o establishment achievement over time.

Kumar and Gupta (2013) studied on 10 firms using qualitative analysis, the paper carried was to determine achievement administration meta-analysis on job fulfillment. The results indicated that overall determination were impacted by raters' personality traits. Factors included in the study were fairness, assessments of observed quality, fairness of the achievement administration process and observed quality, the achievement assessment system. Achievement management process had a positive on management system achievement. However, mixed research approach was ideal for the modern research to utilize the advantage of both quantitative and qualitative methods. Chepchumba and Kimutai (2017) investigated on the correlation between workers compensation and workers turnover in small businesses among Safaricom dealers in Eldoret metropolis, Kenya. A descriptive survey design was put to use. Semi-structured closed ended questionnaire was used to collect data and which was then verified, coded and summarized using frequencies, table and graphs. The target population consisted of 60 employees. The research findings shown that salary and commissions were inconsequential predictors of worker turnover in small businesses although salary increments are very vital in controlling worker turnover.

The research findings consummated that a comprehensive reward package reduces employee turnover. And that alongside reward packages, appreciation to employees, providing leadership and working environment controls turnover. Obianuju and Adedeji (2018) studied the effect of compensation management on worker retention on commercial banks. The research employed descriptive research design. The results shown that there is a weak correlation between salary and worker fulfillment. The research consummated that if management fails to administer, formulate and implement a good reward policy that would allow them retain their capable workers, the workers might leave their job if they find a better offer elsewhere. The study recommended among others that reward structure should include new and attractive ways to encourage and retain employee with wide range of welfares other than salary.

3. METHODOLOGY

The research design used survey research that involves using questionnaire. The entire academic staff of the selected private universities in South West, Nigeria of the study constitute the population used for the study was 3,261 from Nigerian University System Statistical Digest, 2018. The questionnaire used for the study was constructed on a Five point Likert Scale. The Cronbach alpha test was used to test the reliability of the research instrument and the reliability coefficient of 0.831 which indicted the instrument is reliable. Copies of the questionnaire were distributed by the researcher with help of two trained researcher assistance to administer questionnaire and all the classes of lecturers in the selected private universities in South West,



Nigeria was taking care of in this study. Out of the 356 Copies of questionnaire administered, 334 copies of questionnaire returned for the analysis, which represented 93.8% of the total. Data were analysed using descriptive statistics to answered research question and the multiple regression method of analysis to examine the effect of HRM practices (Independent variable) on Job Satisfaction (Dependent variable).

4. RESULTS AND DISCUSSION OF FINDINGS

Table 1 Descriptive Analysis of Job Satisfaction

S/N	Items	Responses (n) (%)					Mean	SD
		SA	A	UD	D	SD		
1	There is a sense of achievement for job success	151 (45.2)	60 (17.9)	65 (19.5)	34 (10.2)	24 (7.2)	3.87	1.29
2	I am recognized for my effort within my university	125 (37.4)	78 (23.4)	64 (19.2)	36 (10.8)	31 (9.3)	3.73	1.32
3	The university is concerned with my well-being	108 (32.3)	93 (27.8)	62 (18.6)	40 (11.9)	31 (9.3)	3.68	1.36
4	I find joy and happiness doing my job	117 (35)	70 (21)	75 (22.5)	42 (12.6)	30 (8.9)	3.65	1.32
5	I am adequately rewarded or contended with my job	132 (35.2)	74 (22.2)	62 (18.6)	33 (9.9)	33 (9.9)	3.75	1.34
Grand Mean						3.74	1.33	

Source: Author's Computation, 2021

Table 1 presents results of descriptive statistics on job satisfaction. The results of the descriptive analysis revealed that 45.2% of the respondents strongly agree that there is a sense of achievement for job satisfaction, 17.9% agree, 19.5% were undecided, 10.2% disagree, and 7.2% strongly disagree. On average, the respondents agree that there is a sense of achievement for job satisfaction (mean = 3.87, standard deviation = 1.29). Further, 37.4% of the respondents strongly agree that they are recognized for their effort within their university. 23.4% agree, 19.2% were undecided, 10.8% disagree and 9.3% strongly disagree. On average, the respondents were further in agreement that they are recognized for their effort within their university (mean = 3.73, standard deviation = 1.32).

The findings further revealed that 32.3% of the respondents strongly agree that the university is concerned with their well-being. 27.8% of the respondents agree, 18.6% were undecided, 11.9% disagree and 9.3% of the respondents strongly disagree. On average, the respondents agree that the university is concerned with their well-being (mean = 3.68, standard deviation = 1.36).



Also, findings revealed that 35% of the respondents strongly agree they find joy and happiness doing their job. 21% agree, 22.5% were undecided, 12.6% disagree and 8.9% strongly disagree. On average, the respondents agree that they find joy and happiness doing their job (mean = 3.65, standard deviation = 1.32). The results of the descriptive analysis revealed that 35.2% of the respondents strongly agree that they are adequately rewarded or contended with their job, 22.2% agree, 18.6% were undecided, 9.9% disagree, and 9.9% of the respondents strongly disagree. On average, the respondents agree that they are adequately rewarded or contended with their job (mean = 3.75, standard deviation = 1.34). The overall mean score of responses was 3.74 with a standard deviation of 1.33 which indicates that the respondents agree with the questionnaire on job satisfaction in the selected private universities.

4.2 Test of Hypotheses one

H₀₁: Human resource management practices has no significant effect on job satisfaction of selected private Universities in South West, Nigeria.

Table 2 Dependent Variable: Job Satisfaction

Variables	Coefficient	Std-Error	T-Stat	P-value
Constant	0.838	0.212	3.963	0.000
HRM	0.768	0.055	13.972	0.000
R-Square	0.363			
Adjusted R-Square	0.362			

Source: Author's Computation, 2021

Table 2 shows that human resource management practices and job satisfaction enjoy positive relationship meaning that human resource management practices have the potential to increase job satisfaction in the respective universities. This claim is further supported by coefficient of human resource management practices with the value of 0.768. This indicate that 1% increase in human resource management practices will lead to increase of about 76.8% increase in job satisfaction. However, in this study Table 2 revealed that the predictor variable of human resource management practices adopted by the universities predicts job satisfaction with ($\beta = .603$; $t = 13.972$; $p < 0.05$). The null hypothesis is therefore rejected.

The coefficient of determination (R^2) showed 0.363 which shows that human resource management practices account for 36.3% of total variation in job satisfaction in the selected universities under review in south West, Nigeria.

Table 3 ANOVA^a for Job Satisfaction

Model	Sum of Squares	Mean Square	F-Stat	P-value
Regression	117.396	117.396	195.207	0.000 ^b
Residual	205.677	0.601		

Source: Author's Computation, 2021

The F-value which is obtained by the Mean Square Regression (117.396) divided by the Mean Square Residual (0.601), yielding $F = 195.207$. In the third hypothesis, the independent variable (human resource management practices) was found to have significantly predicted the dependent variable



(job satisfaction). Therefore, there is an effect of human resource management practices on job satisfaction at $F_{(1,342)} = 195.207$. Table 3 shows that the test of human resource management practices on job satisfaction is significant at 0.000 p-values less than 0.05. The null hypothesis is thereby rejected.

5. DISCUSSION

Finding revealed that human resource management practices have a significant effect on job satisfaction. This conforms empirically with the findings of many other researchers. This study agrees with the findings of Astuti, Shodikin and Ud-Din (2020) and Pradhan, Dash and Jena (2017) HRM practices supports employees by raising their confidence, motivating them, and obtaining job satisfaction through additional activities and enthusiasm in the job. This, in turn, increases the effectiveness of the individual's job performance to achieve the goals of the organization. This study is also in line with the findings of Alsafadi and Altahat (2021) which shows that HRM practices affects employees' behaviour supported by social exchange theory and signal theory.

Social exchange theory states that employees are in an exchange relationship with the organization and payback in kind what they receive from an organization. Maximum organizational support through HRM practices will make the employees satisfied with their concerned organization. Also, the study supports the works of Daberechukwu and Kamarudin (2021) which revealed that human resource management practices has influence on job productivity, job satisfaction, and organizational performance. In line with the study of Agoi (2017), this study further indicated a positive and significant influence of training practices on employee satisfaction.

6. CONCLUSION AND RECOMMENDATION

The research studied the effect of human resource management (HRM) practices on performance of selected private universities in South West, Nigeria. The study established a positive relationship between HRM practices and performance of the selected private universities. The study concluded that the adoption of HRM practices such as entertaining programmes, repositioning benefits, educational fees assistance has improved establishment performance in private universities in South West Nigeria.

The study therefore recommended that to allow for increased organizational performance, the variables of HRM practices namely employee retention needs to be employed by universities and it should be modelled in such a way that the employers can employ it for their university procedure.

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