

**THE EFFECTS OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
EMPLOYEE'S JOB SATISFACTION IN MONDULI DISTRICT COUNCIL**

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**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania the dissertation entitled: **“The Effect of Human Resource Management Practices on Employees’ Job Satisfaction in Monduli District Council”**.

.....

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**Supervisor**

.....

**Date**

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**DECLARATION**

I **Ramadhani Mashaka Ramadhani**, do hereby declare that this dissertation is my own original work and that it has not been submitted for a similar degree in any university.

.....

**Signature**

.....

**Date**

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**ABSTRACT**

The main objective of this study was to examine the effects of human resource management practices on employee's job satisfaction in Monduli District Council. A cross-sectional quantitative survey research strategy was adopted. A sample of 100 respondents was selected using stratified sampling techniques. Data were collected using questionnaires with three parts- demographic information's with 6 items, HRM practices - training and development with 4 items, performance appraisal with 5 items and compensation with 5 items and job satisfaction with 36 items. Analysis was carried out using descriptive statistics, correlation and multiple regression analysis. The results of the study revealed that there was a significant positive relationship between training and development and job satisfaction but not for compensation and performance appraisal. It is recommended that that the government and other stakeholders should take consideration on the issue of training and development of its employees in order to improve their levels of satisfaction with their jobs.

## TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT.....	iii
DECLARATION.....	iv
ACKNOWLEDGEMENT.....	v
ABSTRACT.....	vi
LIST OF TABLES.....	x
LIST OF ABBREVIATION.....	xii
CHAPTER ONE.....	1
1.0 INTRODUCTION.....	1
1.1 Background to the Problem.....	1
1.2 Statement of the Problem.....	5
1.3 Research Objectives.....	5
1.3.2 Specific Research Objectives.....	6
1.4 Research Questions.....	6
1.4.1 General Research Question.....	6
1.4.2 Specific Research Questions.....	6
1.5 Significance of the Study.....	6
1.6 Organizational of the Dissertation.....	7
CHAPTER TWO.....	8
2.0 LITERATURE REVIEW.....	8
2.1 Overview.....	8
2.2 Conceptual Definitions.....	8
2.2.1 Human Resource Management (HRM).....	8
2.2.2 Human Resource Management Practices.....	8
2.2.3 Job Satisfaction.....	10
2.3 Theoretical Literature Review.....	10
2.3.1 Fredrick Herzberg’s two Factors’ Theories.....	10
2.3.2 Adams’s Equity Theory (1965).....	11
2.4 Empirical Literature Review.....	11
2.4.1 Effect of Training and Development on Job Satisfaction.....	11
2.4.2 Effect of Compensation on Job Satisfaction.....	12

2.4.3 Effect of Performance Appraisal on Job Satisfaction.....	13
2.5 Research Gap .....	14
2.6 Conceptual and Theoretical Framework .....	14
CHAPTER THREE.....	16
3.0 RESEARCH METHODOLOGY.....	16
3.1 Overview .....	16
3.2 Research Philosophy, approach and design.....	16
3.3 Survey Population.....	17
3.4 Area of the Research.....	17
3.5 Sampling Design and Procedures .....	17
3.6 Variables and Measurement Procedures .....	18
3.7 Method of Data Collection .....	19
3.8 Data Processing and Analysis.....	20
CHAPTER FOUR .....	21
4.0 FINDINGS AND DISCUSSION.....	21
4.1 Overview .....	21
4.2 Description of Sample.....	21
4.3 Demographic Characteristics of The Respondents .....	21
4.4 Reliability Test.....	23
4.5 Research Objective One: Investigation of Perception of Employees on Selected HRM Practices in MDC.....	24
4.6 Research Objective Two; To Assess the Level of Employees Job Satisfaction in MDC	24
4.7 Research Objective Three; To Determine the Relationship of Selected HRM and Employees' Job Satisfaction at MDC.....	24
Source: field work (2017).....	25
4.8 Discussion.....	25
CHAPTER FIVE.....	28
5.0 CONCLUSION AND RECOMENDATIONS.....	28
5.1 Overview .....	28
5.2 Summary of the Findings .....	28
5.3 Conclusion.....	29
5.4 Recommendations.....	29



5.5	Limitations of the Research.....	29
5.6	Areas for the Future Research .....	30
	REFERENCES.....	31
	APENDICES.....	36

**LIST OF TABLES**

Table 3.1 Distribution of Survey Population in MDC .....18

**LIST OF FIGURES**

Figure 2.1 Conceptual Framework.....15

**LIST OF ABBREVIATION**

ANOVA	Analysis of Variance
HR	Human Resource
HRM	Human Resource Management
MDC	Monduli District Council
SPSS	Statistical Package for Social Science
USA	United State of America

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Background to the Problem

This study was designed to examine the effects of human resource management practices on employees' job satisfaction in Monduli District Council at Arusha City. Job satisfaction refer to the pleasurable emotional state resulting from perception of one's' job as fulfilling or allowing fulfillment of one's important values provided these values are compatible with ones needs (Locke 1976). Job satisfaction has been associated with several work outcomes such as employees' performance (Ostrof, 1992), employees' turnover (Mosadehrad, et al., 2008; Olesegun, 2013), employees' engagement (Harter, et al., 2002) to mention but a few. These few examples indicate that employee's job satisfaction is a key variable which organizational managers should manage if positive work outcomes are to be recorded in an organization. One step towards its management is to identify its determinants.

The literature shows that job satisfaction can be predicted by various human resource management (HRM) practices within an organization. Bratton and Gold (2009) defines HRM as the strategic approach to managing employment relations which emphasizes that leveraging people capabilities is critical to achieving competitive advantage. They also argue that leveraging people's capabilities is achieved through a distinctive set of integrated employment policies, programs and practices. HRM "is a strategic and coherent approach to the management of an organizations most value asset; the people working there who individually and collectively contribute to the achievement of its objectives" (Amstrong, 2011, p. 3). Minbaava (2005) views HRM practices as "a set of

practices used by organization to manage human resource through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage”. Yeganeh and Su (2008) identify the most common human resource management practices as those related to recruitment, selection, training and development, compensation, reward and recognition.

Studies linking job satisfaction and HRM practices have either used the full list of HRM practices or just a set of some of them. (Balozi, 2011), for example, using a sample of employees of Tanzania Public Service College, reported that HRM practices – career development, staffing, training and development, performance appraisal and incentives – have been positively related to job satisfaction, while training and development showing the strongest relation to job satisfaction. Ijigu (2015) investigated on the effect of selected HRM practices on employees job satisfaction in Ethiopian public banks and reported that recruitment and selection have moderate positive relationship with employee job satisfaction and training and development, performance appraisal and compensation package have strong positive relationship with employees job satisfaction also researcher show that recruitment and selection, training and development, performance appraisal and compensation package have significant positive impact on job satisfaction. Niazi (2014) in Pakistan studied impacts of human resource management practices on job satisfaction and reported that increments and promotion, growth, performance appraisal, respect for employees and training and development have significant relationship with job satisfaction. Jeet and Sayeeduzafar (2014) proposed that human resource management practices namely training, performance appraisal, team work and compensation have significant impact on job

satisfaction. Despite the relevance of the studies, the results are not universal as there are differences in geographical, coverage, methodologies used, time as well as the nature of organization studied. Public sector organizations in Tanzania also face challenges related to employees' job satisfaction.

Monduli District Council (MDC) is one such organizations. MDC is one of the seven councils in Arusha Region. It was established during colonial rule. On 29/07/2005 the former president of Tanzania Hon. Benjamini William Mkapa announced the division of Monduli District into two, namely Monduli and Longido districts. MDC's headquarters are located at Monduli town; 45 km from Arusha city. It covers about 6419 square kilometers. MDC provides various services to the community such as health, education, water, road, land survey, forestry, livestock and agricultural services.

MDC like any other public-sector organizations in Tanzania faces challenges related to dissatisfaction expressed by employees' burnout, lower level of retention, higher rate of turnover, low commitment, poor performance, low morale, more indiscipline acts, sabotage, absenteeism. Particularly in 2016, eight (8) cases of absenteeism were reported by line managers while 18 employees quitted the organization in 2015 and 2016 most of whom went to private sectors. These events could be taken as outcomes of dissatisfaction among employees and they could be attributed to dissatisfaction with some HRM practices at MDC. Investigation on which HRM practices affect employee's job satisfaction is of interest to many stakeholders. The government, for example, will benefit as owner of these organizations due to the fact that it will take steps to put in place strategies to ensure that it meets the goals and objectives of the organizations. Employees, on the other hand, will be informed of areas where they

should focus their negotiation with the employer when it comes to demanding for better management practices and other rights. In case of organization, this study will help MDC and other public organizations in Tanzania to build ground for appropriate and achievable HRM practices to improve employees' job satisfaction. Jived (2012) said that "every individual employee wants satisfaction at his or her job but organizations waste their resource by focusing on wrong HR practice for employee job satisfaction". The results of this study will help the HR managers to have knowledge and skills to build achievable, meaningful and implemented HR practices in organization as well as will show the applications and relevance of various job satisfaction theories in organizations in Tanzania context.

Theories which support this study were Fredrick Herzberg's Two factors theory (1966) who state that working condition, quality of supervision , status, job security, salary, company policy and administration and interpersonal relationship are dissatisfies while achievement , recognition, advancement to higher level task, job itself, growth and development are satisfiers. Equity theory is another theory focuses on the perception of people about how they are being treated as compared to others. Basically, these theories link the HRM practice and job satisfaction in organizations they therefore be used to build independent variables such as training and development, compensation practices and performance appraisal practices to test the effect of each on employee's job satisfaction of employees of MDC. Therefore, this study aimed at examining the effects of human resource management practices on employees' job satisfaction in Tanzania context with particular focus in MDC.



## **1.2 Statement of the Problem**

The challenge of employees' job satisfaction continues to be an issue in today's most public-sector organization in Tanzania context. Recently, most of government employees are complaining about unfair salary, unsatisfied benefits, lack of recognition and appreciation, lack of training opportunities, poor performance appraisal system, poor recruitment and selection procedures, poor rewarding system and career advancement in their organizations. The results of these complaints is low commitment, high turnover rate, absenteeism, low morale, poor performance, in discipline acts and poor employer-employee relationship in organizations.

The MDC is among the public-sector organizations which face these challenges. In the year of 2016, 18 employees quit the organization and eight (8) cases were reported about absenteeism in organization. This implies that there is problem of job dissatisfaction among employees in MDC that in turn cause the organization to fail to meet its objectives and goals. There have been suspicions that such employee behavior could be linked to employee dissatisfaction with various aspects of the work, HRM practices being one of such aspects. Little is known or available in the public domain whether research has been done in MDC on the possible link between HRM practices and employees' job satisfaction. This research is therefore an attempt to add empirical evidence to the body of knowledge about the link, by bringing up evidence from MDC.

## **1.3 Research Objectives**

### **1.3.1 General Objective**

To examine the effect of human resource management practices on employees' job satisfaction in MDC.

### **1.3.2 Specific Research Objectives**

- (i) To investigate the perceptions of employees on selected HRM practices namely training and development, compensation and performance appraisal in MDC.
- (ii) To assess the level of employees' job satisfaction in MDC.
- (iii) To determine the relationship between the selected HRM practices namely training and development, compensation, and performance appraisal and employees' job satisfaction at MDC.

## **1.4 Research Questions**

### **1.4.1 General Research Question**

The main research question was: What are the effects of human resource management practices on employee's job satisfaction in MDC?

### **1.4.2 Specific Research Questions**

To answer the main research question, the following specific research questions were attempted.

- (i) What are the perceptions of employees on selected HRM practices in MDC?
- (ii) What is the level of employee's job satisfaction in MDC?
- (iii) Is the level of job satisfaction among employees of MDC related to the selected HRM practices?

## **1.5 Significance of the Study**

The findings will help policy makers and implementers to designate the strong and achievable HRM practices, policies and programs to improve employees' job satisfaction in MDC and countrywide. Furthermore, recommendations and results that

given in this study are important for economic development in Tanzania as it can be used to ensure adequate supply of energetic and satisfied workforce in various economic sectors such as industries, tourism industries, and mining industries since will propose tested appropriate HR practices to increase employee's commitment in organizations. More importantly, the results of this study will help in allocations of resources such as fund within the organizations that will motivate the employees since the study provide the best strategies to improve job satisfaction.

#### **1.6 Organizational of the Dissertation**

The rest of this dissertation is organized as follows:- Chapter two covers the literature review providing, conceptual definitions, theoretical literature review, empirical literature review, research gap as well as conceptual and theoretical framework. The third chapter covers research methodology comprises an overview of the chapter, research philosophy, and survey population, area of the study, sampling design and procedures, variables and measurement procedures, method of data collection, data processing and analysis. Chapter four covers the findings and discussion of the results and chapter five covers conclusion and recommendations.

## **CHAPTER TWO**

### **2.0 LITERATURE REVIEW**

#### **2.1 Overview**

The purpose of this chapter is to present the results of literature review on what others does and explains on the same issue. The chapter comprises an overview, conceptual definitions, theoretical literature review, empirical literature review, research gap identified and conceptual and theoretical frame work.

#### **2.2 Conceptual Definitions**

##### **2.2.1 Human Resource Management (HRM)**

Bratton and Gold (2009) define HRM as the strategic approach to managing employment relations which emphasis that leveraging peoples' capabilities is critical to achieving competitive advantage, this being achieved through a distinctive set of integrated employment policies, programs and practices. But also, HRM is "a strategic and coherent approach to the management of an organization's most valuable asset; the people working there who individually and collectively contribute to the achievement of its objective" (Amstrong, 2011 p. 3.). Mondy and Noe (2005) identify the functions of HRM as staffing, human resource development, compensation and benefits, safety and health and employee and labor relations.

##### **2.2.2 Human Resource Management Practices**

Minbaava (2005) view HRM practices as a set of practices used by organization to manage human resource through facilitating the development of competencies that are firm specific produce complex social relation and generate organization knowledge to sustain competitive advantage. Tiwari and Saxena (2012) state that HRM practices

refer to those organizational activities which are directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfillment of organizational goals. Furthermore, Yeganeh and Su (2008) proposed that most common human resource management practices are recruitment, selection, training and development, compensations, reward and recognition. The researcher in this study focused on training and development, compensation and performance appraisal practices as they seem to be the most influential factors of job satisfaction.

**(a) Training and Development**

Armstrong (2009, p. 560) defines training and development as the continuous process that not only enhances existing capabilities, but also leads to the development of skills, knowledge and attitude that prepare people for enlarged or higher level responsibility in the future. Also “training is the formal and systematic modification of behavior through learning which occur as a result of education, instruction, development and planned experience” (Armstrong, 2010, p. 543).

**(b) Performance Appraisal**

According to Armstrong (2009, p. 500), performance appraisal defined as formal assessment and rating of individual by their manager at, usually, an annual review meeting. Also, according to Grote (2002) performance appraisal is “the systematic way of evaluating the standard of workers performance”. Gruman and Saks (2011) define the performance appraisal as “a process through which employees are evaluated in accordance to their job performance that smooth the progress of career development”.

### **(c) Compensation**

Compensation defined by Caruth and Handlogten (2001), as the bucket of financial rewards- salaries, commission, wages, bonuses, insurance and other sorts of circumlocutory monetary benefits- provided to employees. Also, Dessler (2007, p. 390) said that. “Compensation refers to all types of pay or rewards going to employees and arising from their employment”.

### **2.2.3 Job Satisfaction**

The most useful definition of job satisfaction is that provided by Locke (1976) which defines job satisfaction as “the pleasurable emotional state resulting from perception of one’s’ job as fulfilling or allowing fulfillment of one’s important values provided these values are compatible with one’s needs”. Similarly, in Amstrong (2009, p.264) job satisfaction refers to the attitude and feelings people have about their work. Positive and favorable attitudes toward the job indicate job satisfaction, negative and unfavorable attitudes toward their job indicate job dissatisfaction. Parker (2008) defines job satisfaction as positive emotional state result from an employee. Gigoroundis and Siskos (2010, p. 72) assert that job satisfaction is “a pleasurable or positive resulting from the appraisal ones’ job and job experience.

## **2.3 Theoretical Literature Review**

### **2.3.1 Fredrick Herzberg’s two Factors’ Theories**

Fredrick Herzberg’s two factors theory (1966) explains that employees are effected by two factors that is hygiene factors which ensure that employees does not become dissatisfied these are working conditions, quality of supervisor, status, job security, salary, company policies and administration and interpersonal relationships while motivational factors which cause employees become satisfied are achievement,

recognition, advancement to higher level task, responsibility, job itself, growth and development. Qasim (2012) has also used Herzberg two factors theory to explain the link between the concepts of human resource management and job satisfaction within an organization.

### **2.3.2 Adams's Equity Theory (1965)**

Equity theory is concerned with the perception of people about how they are being treated as compared to others (Armstrong, 2001, p.163). Equity theory proposed that employees will be better motivated if they are treated equitably and will be demotivated if they are treated inequitably. Adam state that there two types of equity that is distributive equity which deals with feelings that people feel they are rewarded in accordance with their contribution and in comparison, with others. The other is procedural equity or procedural justice that is concerned with the perceptions employees have about the fairness of procedures in such area as performance appraisal, promotion and discipline are being operated. This theory predicts that if the HRM practices are perceived to be fair and equitably provided they will lead to job satisfaction. Conversely, if HRM practices are perceived to be unfairly and inequitably provided they will leads to job dissatisfaction. The above stated theories are relevant to this study since they predict a relationship between human resource management practices and employees job satisfaction in organizations.

## **2.4 Empirical Literature Review**

### **2.4.1 Effect of Training and Development on Job Satisfaction**

Khan et al. (2015) in their study in Pakistan employed explanatory research, using questionnaire to collect data from a sample of 100 respondents. Data were analyzed by

using correlation and regression statistical tools. Researchers concluded that there was significant relationship between training and development and job satisfaction. Chaudhary and Bhaskary (2016) employed exploratory and descriptive research design. A sample of 125 respondents has been randomly selected. Questionnaires were used to collect data. Results concluded that training and development contribute to job satisfaction.

Nagaraju and Archana (2015) studied job satisfaction and training and development using a sample of 237 respondents and self-administered questionnaire. Data were analyzed by using descriptive statistics and paired test tools. Results proposed that training and development effect job satisfaction in organization. Johanzeb, et al. (2013) studied the effect of training on job satisfaction by using 250 employees. Data were collected by using questionnaires and analyzed by correlation and regression analysis. The results suggested that there was strong positive relationship between training and employees job satisfaction. Costen and Salazar (2011) claimed that employees who have chance to get training and development opportunity are more satisfied with their job in organization

#### **2.4.2 Effect of Compensation on Job Satisfaction**

Salisu, et al. (2015) in their study of impact of compensation on job satisfaction of public sector construction workers in Nigeria using sample of 265 respondents selected by stratified randomly sampling techniques. Data were analyzed by using confirmatory factor analysis tool. The study revealed that compensations have positive impact on employees' job satisfaction. Yaseen (2013) studied the effect of compensation factors on employee's satisfaction. Simple random sampling technique was used in this



research and correlation, ANOVA and regression analysis tools were applied. Results showed that pay, recognition, promotion and meaningful work had effect on job satisfaction. Teseema et al. (2013) studied effects of compensation package on job satisfaction in USA, Vietnam and Malaysia. It was a cross sectional study and used a self-reported questionnaire survey on a sample of 457 respondents from USA, 391 respondents from Vietnam, and 347 from Malaysia. Data were analyzed with ANOVA, descriptive statistics and regression analysis. Findings revealed that compensation packages, namely; pay, recognition and benefits have positive effect on job satisfaction. Nawab and Bhati (2011) studied the influence of employees' compensation on job satisfaction in educational sector using 270 questionnaires and correlation and regression analysis techniques. The results indicated that there was positive significant relationship between compensation and job satisfaction.

#### **2.4.3 Effect of Performance Appraisal on Job Satisfaction**

Kampkotter (2016) studied the performance appraisal and job satisfaction by using cross sectional survey strategy, questionnaires, regression analysis and samples size were 10,500 German employees. Researchers found that there was positive significant effect of performance appraisal and job satisfaction. Ray (2011) adopted the survey research strategies and total of 570 questionnaires were used for analysis, correlation analysis and multiple regression analysis were used in data analysis. The results revealed that performance appraisal had strong significant positive impact on job satisfaction. Omar, et al. (2013) surveyed 120 respondents in government hospital in Malaysia through questionnaire; data were analyzed by using person correlation and regression. Researchers concluded that performance appraisal have significant relationship with job satisfaction. Darehzereshki (2013) use questionnaires to collect

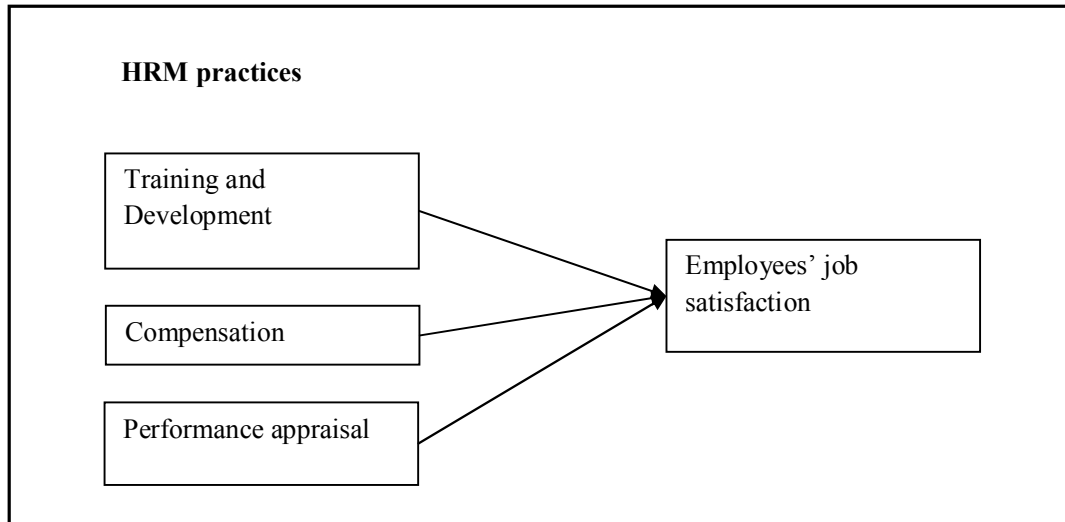
data from 133 employees. Data were analyzed by regression analysis. The study revealed that employees who had been exposed to high quality performance appraisal systems were feeling more satisfied with their work. Kithuku (2012) adopted a case study research design to study the effect of performance appraisal on job satisfaction at Kenya Commercial Bank. Researcher use interviews to collect data and descriptive statistical analysis to analysis data. Results showed that that there was positive relationship between performance appraisal and job satisfaction.

## **2.5 Research Gap**

The literature review show that there was significant relationship between training and development and job satisfaction (Khan, et al., 2015), there was significant relationship between compensation and job satisfaction (Salisu, et al., 2015) and there was significant relationship between performance appraisal and job satisfaction (Kampkotter, 2016). The literature review depicts that there is a gap, in sense that, the effect of HRM practices on job satisfaction have not yet been empirically investigated in Tanzania context. Thus, the findings of this study attempted to fill this gap by examining the effect of HRM practices on job satisfaction in MDC.

## **2.6 Conceptual and Theoretical Framework**

Figure 2.1 indicates the link between training and development and job satisfaction (Khan, et al., 2015), compensation and job satisfaction (Nawab & Bhatti, 2011) and performance appraisal and job satisfaction (Absar, et al., 2010). According to Herzberg two factor theories proposed that job satisfaction depend on two factors namely hygiene and motivational factors and these hygiene factors cannot satisfy employees but can minimize dissatisfaction.



**Figure 2.1 Conceptual Framework**

Source: Researcher, (2017)

This study employs three selected independent variables as hygiene and motivational factors and according to equity theory predicts that if these variables are equitably provided leads to job satisfaction.

## **2.7 Hypothesis**

H<sub>1</sub>: There is a relationship between training and development and job satisfaction.

H<sub>2</sub>: There is a relationship between compensation practices and job satisfaction.

H<sub>3</sub>: There is a relationship between performance appraisal practices and job satisfaction.

## **CHAPTER THREE**

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Overview**

The purpose of this chapter was to show how data would be obtained in the field and analyzed for interpretation and conclusion in this study. It comprises an overview, research philosophy, survey population and area of the research, sampling design and procedures, variables and measurement procedures, method of data collection, data processing and analysis.

#### **3.2 Research Philosophy, approach and design**

The research philosophy of this study was positivism as the study intended to collect data about the reality and establish causal relationships between HRM practices and employees job satisfaction.

The research approach of this study was deductive research approach whereby two theories of job satisfaction namely two factors theory and equity theory were applied and three research objectives which investigated the perceptions of employees on selected HRM practices, assessed the level of employees' job satisfaction and determined the relationship between the selected HRM practices and job satisfaction were developed and tested. Also, quantitative research method adopted. (Bryman & Bell, 2011, p. 620) asserts that quantitative research methods are grounded on deductive theory in which the researcher test and measure hypothesis against existing theory". The research design of this study was cross-sectional survey research strategy. The reasons for choosing this strategy included its economic viability since survey

strategy allows using of questionnaires to collect data from large population, and these with which it is administered.

### **3.3 Survey Population**

The survey population of this study was employees of MDC whereby non -managerial employees were surveyed and they distributed as follows education 846, health 465, agriculture and livestock 114, land survey 88, forestry 50, water services 46 and road services 13 totaling 1622 employees. These were surveyed because they are ones who are affected by HRM practices in organization. The surveyed population was found all over Monduli District areas and was identified by using the data obtained from the HR department.

### **3.4 Area of the Research**

This study covered Monduli District Council which located 45 km from Arusha town in Arusha, Tanzania. The areas of the research were rural based.

### **3.5 Sampling Design and Procedures**

In this study, each non-managerial employees of Monduli District council were study units. The minimum sample size was calculated by using the following formula,

$N = 50 + 8(m)$ , whereby N is sample size and m is number of independent variables

Hence,  $N = 50 + 8(3)$

$$N = 50 + 24$$

$N = 74$ , hence the sample size were not less than 74 employees

Stratified sampling techniques were preferred in this study whereby respondents were divided into strata according to the departments. Within each strata researcher employed convenience sampling to select respondents until the required sample size

reached. Convenience sampling “involves choosing the nearest individuals to save as the respondents and continuing that process until the required sample size required has been obtained or those who happened to be available and accessible at that time” (Cohen, et al.,2007, p.113-114). Advantage of this sampling technique is convenient to researcher and disadvantage is that subjected too much to biasness while according to Cresswell (2005, p.149), “the researcher cannot say with confidence that the individuals are representative of the population”. The researcher adopted this sampling procedure due to number of reasons such as employees in MDC are scattered and it would be very expensive and time consuming for researcher to survey all employees found in remote areas of Monduli District. This sampling technique was also adopted in other studies, for example, Mwakatobe (2015), Ijigu (2015) and Ngimbudzi (2009)

**Table 3.1 Distribution of Survey Population in MDC**

<b>Department</b>	<b>Non-Managerial Employees</b>	<b>Sample Selected</b>
Education	846	52
Health	465	29
Agriculture and livestock	114	7
Land survey	88	5
Forestry	50	3
Water services	46	3
Road services	13	1
<b>Total</b>	<b>1622</b>	<b>100</b>

Source: MDC staff data (2016)

### **3.6 Variables and Measurement Procedures**

The variables in the study were independent variables, demographic variables and dependent variables. Demographic variables were age (18-25, 26-35, 36-45 or above 46 years, gender (male or female), marital status (married, single, divorced and widowed), educational level (primary education, secondary education certificate/diploma

education, university education), length of services (below 3 years, 4-6 years, 7-9 years and above 10 years) and income per month (below 300,000 Tsh, 300,000-599,999 Tsh, 600,000-999,999 Tsh, and above 1,000,000 Tsh). These helped to understand the sample of employees in MDC. There were three independent variables namely training and development with 4 items, performance appraisal with 5 items and compensation practices with 5 items adopted from Rathnaweera (2010). Response was based on five-point scale where: 1 = 'strongly disagree', 5 = 'strongly agree' and dependent variable was employee's job satisfaction with 36 items adopted from Spector (1994). Response was based on six-point scale where: 1 = 'disagree very much', 6 = 'agree very much'.

### **3.7 Method of Data Collection**

This study used primary data. Hence, this study used questionnaire to collect data from the respondents. The questionnaires were structured questionnaires and closed ended questionnaires, self-administration strategy adopted that was delivery and collection technique preferred whereby researcher dropped and picked up later the questionnaires. The questionnaire contained three parts, whereby part one contained demographic question such as age, gender, marital status, educational level, length of services, income per month of the respondents. The second part contained HRM practices - training and development with 4 items, compensation practices with 5 items and performance appraisal practices with 5 items adopted from Rathnaweera (2010). Responses were based on five-point scale where: 1 = 'strongly disagree', 5 = 'strongly agree', lastly, was overall job satisfaction with 36 items adopted from Spector (1994). Response was based on six-point rating scale where: 1 = 'disagree very much', 6 = 'agree very much'. Questionnaire was chosen due to its advantages such as low cost,

free from biasness, large samples can be involved and respondents have adequate time to give well thought answers to questions given.

### **3.8 Data Processing and Analysis**

Data processing involved examination of the questionnaires collected to detect errors and omissions. Data were then coded and inputted into SPSS. Manipulation was carried out to compute the variables of interest from the multi-item scales. Descriptive statistics analysis used to describe the level of employees' satisfaction the rate of job satisfaction, and of the HRM practices.

To judge the level of job satisfaction, the guide in Spector (1994) was used where by total scores between 36 and 108 implies dissatisfaction, 108 and 144 implies ambivalent and 144 and 216 implies satisfaction. Researcher transformed the multi-items scales into one score for each of the three independent variables and one dependent variable by computing the total scores. Multiple regression was used to analyze the relationship of selected HRM practices with job satisfaction whereby independent variables were training and development, compensation practices and performance appraisal practices while dependent variable was job satisfaction. Cronbach's alpha used to test reliability of measurement scales.



## **CHAPTER FOUR**

### **4.0 FINDINGS AND DISCUSSION**

#### **4.1 Overview**

The purpose of the chapter is to present and discuss the findings of the study. It comprises overview, description of the sample, demographic characteristics of the respondents, reliability test, research objectives and discussions.

#### **4.2 Description of Sample**

The description of the sample was based on age, gender, marital status, education level, length of services and income level per month. Questionnaires totaled 100 distributed, out of them 82 questionnaires were filled and returned which makes a response rate of 82%.

#### **4.3 Demographic Characteristics of The Respondents**

Descriptive statistics of the demographic characteristics of the respondents are presented in Table 4.1. The majority of respondents were aged between 26-35 years old that account 40 (48.8%), followed by aged between 36 -45 years old that account 18 (22.2%), aged between 18-25 years old that account 15 (18.3%) lastly were those aged above 46 years old that account 9(11%). Gender - the study revealed that 41(50%) of the respondents were males and 41 (50%) were females. Marital status - mostly of respondents were married that account 45 (54.9%) followed by others that account 37(45.1%).

**Table 4.1: Demographic Characteristics of the Respondents**

<b>Demographic characteristics</b>	<b>Frequency</b>	<b>Percent</b>
<b>1. Age</b>		
18-25 years	14	18.2
26-35 years	40	48.8
36-45 years	18	22.0
Above 46 years	9	11.0
<b>2. Gender</b>		
Male	41	50
Female	41	50
<b>3. Marital status</b>		
Married	45	54.9
Others	37	45.1
<b>4. Education level</b>		
Secondary	3	3.7
Certificate/diploma	40	48.8
University	39	47.7
<b>5. Length of services</b>		
< 3 years	25	30.5
4- 6 years	22	26.8
7- 9 years	16	19.5
> 10 years	19	23.2
<b>6. Income level</b>		
<Tshs 600,000	44	54.3
>Tshs 600,000	37	45.7

Source: field work (2017)

Education level, majority of the respondents had certificate/diploma that account 40 (48.8%), followed by those had university education that account 39 (47.6%) and 3 (3.7%) of the respondents had secondary education in organization. Length of services majority of the respondents were serviced the organization below 3 years that account

25 (30.5%), followed by those serviced the organization between 4-6 years that account 22 (26.8%), above 10 years that account 19 (23.2%) and lastly were serviced between 7-9 years that account 16 (19.5%) and income level, majority of the respondents had income level below Tsh 600,000 per month that account 44 (53.7%) and 37 (45.1%) of the respondents had income level of above Tsh 600,000/= per month while 1(1.2%) respondent didn't answer this item.

#### 4.4 Reliability Test

Cronbach's alpha used to check internal consistency of the measurement scale. According to Table 4.2 show that training and development had 0.774 Cronbach's alpha coefficient which indicate that the internal consistency of 4 items was good, compensation had 0.691 which indicate the internal consistency of 5 items was good, performance appraisal had 0.572 which indicate the internal consistency of 5 items was low and job satisfaction had 0.747 which indicate the internal consistency of 36 items was good.

**Table 4.2: Reliability Statistics of Variables**

<b>Variables</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Training and development	0.774	4
Compensation	0.691	5
Performance appraisal	0.572	5
Job satisfaction	0.747	36

Source: Field work (2017)

#### **4.5 Research Objective One: Investigation of Perception of Employees on Selected HRM Practices in MDC**

According to Table 4.3, study revealed that respondents perceive more with performance appraisal at average of 16.89 followed by training and development at average of 11.94 and compensation was lowly perceived at average of 10.99 in the organization.

**Table 4. 3: Descriptive Statistics of the HRM Practices**

<b>Variables</b>	<b>N</b>	<b>Min</b>	<b>Max</b>	<b>Mean</b>	<b>Std. Deviation</b>
Training and development	80	4	19	11.94	3.664
Performance appraisal	81	7	23	16.89	3.475
Compensation	82	5	24	10.99	3.939
Job satisfaction	75	82	176	129.32	18.873

Source: field work (2017)

#### **4.6 Research Objective Two; To Assess the Level of Employees Job Satisfaction in MDC**

According to Table 4.3, study revealed that the value of 129.32 as mean score was between 108 and 144 that indicate ambivalent (Spector, 1994). This result implies that the respondents had mixed feelings about job satisfaction.

#### **4.7 Research Objective Three; To Determine the Relationship of Selected HRM and Employees' Job Satisfaction at MDC**

Standard multiple regression was used to determine the relationship of selected HRM practices and employee's job satisfaction. According to Table 4.4, findings revealed an R-square =0.125 (12.5%), it shows that training and development, performance appraisal and compensation explains about 12.5 percent of the variation in the

employees' job satisfaction in the model,  $F= 3.346$ ,  $P< 0.005$  implies that the model was significant; that is, the model was able to significantly predict levels of job satisfaction using the three independent variables. Results also revealed that training and development was significant predictor of job satisfaction with higher beta value of 0.249,  $p < 0.05$ , compensation was insignificant predictor of job satisfaction with beta value of 0.150,  $p > 0.05$  and performance appraisal was insignificant predictor of job satisfaction with beta value of 0.075,  $p > 0.05$ .

**Table 4.4: Regression Results**

	<b>B</b>	<b>SE</b>	<b>Beta</b>	<b>t</b>	<b>p-value</b>
Constant	99.241	11.584		8.567	0.000
TTD	1.281	0.628	0.249	2.040	0.045
TPA	0.408	0.652	0.075	0.625	0.534
TCOM	0.719	0.555	0.150	1.295	0.200
R square	0.125				
Adjusted R square	0.088				
F	3.346				0.024

Source: field work (2017)

#### **4.8 Discussion**

Research objective one, the aim of this objective was to investigate perception of employees on selected HRM practices. According to Table 4.3, results revealed that employees at MDC perceive more with performance appraisal at average of 16.89 followed by training and development at average of 11.94 and compensation was lowly perceived at average of 10.99. Research objective two, the aim of this objective was to assess the level of employee's job satisfaction in MDC. According to Table 4.3 mean value of job satisfaction was 129.32 which was between 108 and 144 that indicate

ambivalent (Spector, 1994). This result suggested that the respondents had mixed feelings about job satisfaction or moderate level on job satisfaction among employees at MDC. This result is similar to that of Wisniesk (1990) reported that respondents had medium satisfaction with their job. Research objective three, the aim of this objective was to determine the relationship of selected HRM practices on employee's job satisfaction at MDC. Findings of this study revealed that training and development was significantly positively related to job satisfaction, other factors held constant. This implies that a unit increase in perception about training and development in the Council led to 1.28-unit change in job satisfaction levels. On the other hand, the relationship between compensation and performance appraisal on one hand and job satisfaction on the other was insignificant.

Also, the results of this study revealed that training and development is most significant predictor of job satisfaction with beta value of 0.249,  $p=0.045$  while compensation and performance appraisal was insignificant predictor of employees' job satisfaction with beta value of 0.150,  $p=0.200$  and 0.075,  $p= 0.534$  respectively. These results suggested that the training and development had positive effect on employee's job satisfaction while performance appraisal and compensation had no effect on employee's job satisfaction at MDC. These results are consistency with those of Ijigu (2015) and Khan, et al. (2010) have reported that training and development has positive effect on job satisfaction while Mumtaz, et al. (2011) suggested that compensation and performance appraisal have no effect on teacher's job satisfaction. Hypothesis one was "there is a relationship between training and development and job satisfaction" and was not supported. Findings of the study revealed that training and development had positively and significant relationship on job satisfaction with beta value of 0.249 and was

significant at  $p = 0.045$ . Thus, this hypothesis was accepted. This result is consistency with those of Ijigu (2015). Hypothesis two was there is a relationship between compensation practices and job satisfaction. Findings of this study revealed that compensation had positive and insignificant relationship on job satisfaction with beta value of 0.150 and was insignificant at  $p = 0.200$ . Thus, this hypothesis was rejected. These results are similar to those of Iqbal, et al. (2013). Hypothesis three was there is a relationship between performance appraisal practices and job satisfaction. This study revealed that performance appraisal had positively and insignificant relationship on job satisfaction with beta value of 0.075 and was insignificant at  $p = 0.534$ . Thus, this hypothesis was rejected. This result is consistency with those of Garcia (2015).

## **CHAPTER FIVE**

### **5.0 CONCLUSION AND RECOMENDATIONS**

#### **5.1 Overview**

The main objective of this study was to examine the effect of HRM practices on employee's job satisfaction at MDC. Specifically, the study aimed to investigate employee's perceptions on selected HRM practices, to assess the level of employee's job satisfaction and to determine the relationship between selected HRM practices and employees job satisfaction. Questionnaire was divided into three parts, part one was demographic characteristics of respondents, part two was HRM practices with three variables namely training and development, compensation and performance appraisal adopted from Rathnaweera (2010) and part three was job satisfaction survey with 36 items adopted from Spector (1994). This instrument used to collect data from employees of MDC. Data were analyzed and interpreted using descriptive statistics, correlation and regression analysis technique.

This chapter comprises an overview, summary of the findings, conclusion, recommendations, limitations and areas of the future research.

#### **5.2 Summary of the Findings**

The findings of this study revealed that respondents perceive more with performance appraisal, followed by training and development and compensation. Additionally, study revealed that level of employee's job satisfaction is ambivalent while training and development has correlation on job satisfaction and performance appraisal and compensation has no correlation on employee's job satisfaction. Furthermore, finding shows that training and development is significant predictor of employee's job



satisfaction while compensation and performance appraisal are insignificant predictor of job satisfaction. Three hypotheses tested and one of them is accepted while two of them are rejected.

### **5.3 Conclusion**

The results of this study suggested that employees at MDC perceive more with performance appraisal followed by training and development and compensation while have mixed feelings about their job satisfaction that implies moderate job satisfaction level. Furthermore, there is relationship between training and development while there is no relationship between performance appraisal and compensation and employee's job satisfaction at MDC. Also results shows that the training and development has effect on employee's job satisfaction while compensation and performance appraisal have no effect on employee's job satisfaction at MDC.

### **5.4 Recommendations**

According to the results of this study the government should improve the HRM practices such training and development by increasing various training programs such as seminars, workshops, self-directed learning and mentoring programs and allocate resources to fund these programs and fees for employees.

### **5.5 Limitations of the Research**

This study has several limitations such as study involve small sample size and cover a very limited area of MDC thus the results cannot be generalized. The results are also limited to one Local Government Authority out of the over 120 such Authorities in Tanzania. To enhance generalization within the context of Local Government

Authorities, a study or a wider sample that would be more representative of the authorities would be of immense value.

### **5.6 Areas for the Future Research**

Further to the suggestion in the preceding section, use more independent variables such recruitment and selection, employee participation, labor relation and rewarding rather than using only training and development, compensation and performance appraisal should be considered. Lastly but not the least, use of data collection methods such as interviews and group discussion would help in gaining a deeper understanding of how HRM practices affect employees' satisfaction with their job in the Councils.

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## **APENDICES**

### **QUESTIONAIRES**

I am **RAMADHANI MASHAKA RAMADHANI**, currently am a masters' candidate in Human resource management at Open University of Tanzania (OUT), in academic year 2015/2016.

Dissertation is the requirement of award for masters' degree; hence I am doing a research of effect of human resource management practices on employee's job satisfaction in MDC.

I would be thankful if you could spend some time and involve in this survey in your organization, this will take you not more than 5 minutes to fill.

Confidentiality is ensured, as everything being mentioned in this survey is just for academic study and your answers will only be used for the research purposes.



**PART 1: GENERAL INFORMATION**

1. Age: 18-25..... 26-35..... 36-45..... above 46 .....(*please tick one*)
2. Gender: Male ..... Female .....(*please tick one*)
3. Marital status: married..... single.....divorced.....widowed ( *please tick one*)
4. Education level: Primary education.....Secondary education.....Certificate/Diploma education.....University education.....(*please tick one*)
5. Length of services: below 3 years.....4-6 years.....7-9 years .....above 10 years.....(*please tick one*)
6. Income level per month (*in Tsh* ); below 300,000.....300,000-599,999.....600,000-999,999.....above 1,000,000.....(*please tick one*)

**PART 2: HRM PRACTICES SCALE**

Against each of the statement below please tick (√) the levels of agreement in each of the items below with regards to the HRM practices of your organization where 1=strongly disagree(SD); 2 = Disagree (D); 3 = Neutral (N); 4 = Agree (A), and 5 = Strongly Agree (SA)

<b>TRAINING AND DEVELOPMENT</b>	1	2	3	4	5
I have training opportunities to learn and Grow	1	2	3	4	5
I get training I need to do my job well	1	2	3	4	5
Available training match with my job	1	2	3	4	5
I get the training from the organization for my next promotion	1	2	3	4	5
<b>PERFORMANCE APPRAISAL</b>					
The performance appraisal is fair	1	2	3	4	5
There is a formal & written performance Appraisal system	1	2	3	4	5
I am informed that how my performance is evaluated	1	2	3	4	5
I receive feedback of performance evaluation results about myself	1	2	3	4	5
Performance appraisal is done by the supervisor	1	2	3	4	5
<b>COMPENSATION</b>	1	2	3	4	5
Available benefits are appropriate for my Needs	1	2	3	4	5
Provide performance based compensation	1	2	3	4	5
My salary is fair for my tasks, duties and responsibilities of my job	1	2	3	4	5
The organization provide equitable external salary	1	2	3	4	5
Amount of health care paid is sufficient	1	2	3	4	5

### PART 3: OVERAL JOB SATISFACTION

Please circle the one number for each statement that comes closest to reflecting your opinion about it; where 1 = Disagree very much; 2 = Disagree moderately; 3 =Disagree slightly; 4 = Agree slightly; 5 = Agree moderately; and 6 = Agree very much

I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
There is really too little chance for promotion on my job.	1	2	3	4	5	6
My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
I am not satisfied with the benefits I receive.	1	2	3	4	5	6
When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
I like the people I work with.	1	2	3	4	5	6
I sometimes feel my job is meaningless.	1	2	3	4	5	6
Communications seem good within this organization.	1	2	3	4	5	6
Raises are too few and far between.	1	2	3	4	5	6
Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
My supervisor is unfair to me.	1	2	3	4	5	6
The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
I do not feel that the work I do is appreciated.	1	2	3	4	5	6
My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
I like doing the things I do at work.	1	2	3	4	5	6
The goals of this organization are not clear to me.	1	2	3	4	5	6
I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
People get ahead as fast here as they do in other places.	1	2	3	4	5	6

My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
The benefit package we have is equitable.	1	2	3	4	5	6
There are few rewards for those who work here.	1	2	3	4	5	6
I have too much to do at work.	1	2	3	4	5	6
I enjoy my coworkers.	1	2	3	4	5	6
I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
I feel a sense of pride in doing my job.	1	2	3	4	5	6
I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
There are benefits we do not have which we should have.	1	2	3	4	5	6
I like my supervisor.	1	2	3	4	5	6
I have too much paperwork.	1	2	3	4	5	6
I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
I am satisfied with my chances for promotion.	1	2	3	4	5	6
There is too much bickering and fighting at work.	1	2	3	4	5	6
My job is enjoyable.	1	2	3	4	5	6
Work assignments are not fully explained.	1	2	3	4	5	6

**THANK YOU, FOR YOUR COOPERATION**