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EXPLORING THE RELATIONSHIP BETWEEN MOTIVATIONAL ENHANCEMENT ON HR PRACTICES AND EMPLOYEES' JOB SATISFACTION

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ABSTRACT

To achieve a competitive success, an organization should be concern enough about the performance of their employees. One way to increase performance is by stimulating employees' motivation. This study explores the relationship between the human resource practices that enhance employee motivation and employee job satisfaction. This paper focuses on human resource practices like job design, employee training and development, performance evaluation system, intrinsic and extrinsic rewards system in order to analyse the enhancement of human resource practices toward the employee motivation as well as the HR practices relate to employee job satisfaction. The study was conducted on 30 employees of an organization. The primary data of this study were obtained through online questionnaire survey. The results showed that HR practices like performance evaluation system, career development system, training and development, intrinsic rewards and extrinsic rewards have positive relation with employee job satisfaction. The obtained result shows that motivation enhancing human resource practices lead to employee job satisfaction, which may results in improved organizational performance.

CCS CONCEPTS • Insert your first CCS term here • Insert your second CCS term here • Insert your third CCS term here

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INTRODUCTION

Motivation can be described as a concern of goal oriented activity or behaviour [1]. People can be an important source of an organization's competitive advantages [2]. According to Steers, Shapiro and Mowday (2004) a motivated worker becomes a strategic asset for an organization in such a competition [3]. Most of the organizations view the employee motivation technique as a useful technique to enhance employee performance [4].

Work motivation is basically defined as the complete set of energetic force vectors that are starting from the interior as well as the exterior of the individuals being, for initiating the work related traits and actions, and also to determine rightly the directions, the forms, the durations and also the intensity in particular [5]. Job attitudes and the related effects on the job performances were analysed by Herzberg, in 1959, and the results are summarized as follows. Despite the cultural differences that exist among the different workers from diverse parts of the world, they all tend to demonstrate a natural and unanimous tendency towards best satisfaction with the job intrinsic, and the bad satisfaction in case of extrinsic [6].

Managers must evaluate the costs and the benefits that are related to the extrinsic and the intrinsic motivation in the individual employees, to achieve goals as targeted, in a simple manner [7]. Evidences prove that intrinsic motivation and the extrinsic motivations have the greatest of the impacts so far in boosting the performance of the employees in a grand manner. Motivated employees can be an excellent asset for an organization. In this competitive business world organizations employ workers to achieve the targets. If the employees do not feel encouraged, safe and influenced to perform their jobs, then they may not give their best efforts.

To achieve the organizational targets in this competitive age, human resource factors are considered as valuable assets of the organization. Human resource practices help the companies to achieve organizational goals, such as wealth maximization, profitability, considerable return on equity or assets, customer services excellence, and operational efficiency. Realizing this fact, many organizations are trying to adopt best HRM practices to capture and survive more market shares in this competitive world. Prime objective of human resource practices is to ensure completion of goals of the organization by developing talented and motivated workforce via successful job design and need-based training [8].

One of the most important factors that has a credential role to play other than the job design could just be the job training, especially in the case of zero hour contracts and the temporary or short term recruitments. In house training programs are not meant for these temporary employees [9]. Lack of training

can affect the work performance and standards of the temporary employees. To what considerable extent the temporary employees, are able to improve and develop the human capital, is measured by the strategic HRM management [10].

Human resources management is not something that is easier for all. Psychological experts cannot handle it to total perfection. Administrative dynamites cannot handle it to completion. Communication experts, interpersonal skill stalwarts, and best negotiation pros cannot master the art of HR Management to perfection. Better than the best HR Management practices will warrant for something in all of the above mentioned areas. So, obviously, HR Management is not a sole effort but a team goal to be accomplished over a period of time [7].

Therefore, this study focuses on exploring the relationship between motivation enhancing HR practices and employee performance. Achieving organizational success can be possible with well-managed human resource practices like fair performance-evaluation system, proper employees' training, performance based rewards system, career progression opportunities, and motivating workers via provision of extrinsic and intrinsic rewards.

METHODOLOGY

This study used questionnaire survey to obtain the primary data in order to explore the relationships between HR practices and job satisfaction. This section focuses on sampling processes, questionnaire development, data gathering, measuring instruments and the processes of data analysis used.

Population and Sample

The concepts covered in this study is the HR practices including job design and training, should be utilized to understand the relationship between HR practices and employee job satisfaction. About 30 employees in an organization which conducts human resource practices are participated in the survey. The selected samples have human resource practices in the organization, the samples were asked beforehand. Questionnaire was sent via online media, necessary instructions were given with the samples.

Questionnaire Development

A questionnaire set was developed to collect required information from the respondents. A total of 30 employees participated in the survey. Questionnaire was developed based on 5 points scale, whereas 1 is Strongly Disagree, 2 is Disagree, 3 is neither Agree nor Disagree, 4 is Agree and 5 is Strongly Agree.

The questionnaire contains questions regarding the respondent's information to know their opinions about employee motivation, human resource management practices, and perceived performance of the organization. Following questions were asked:

Employees in this job regularly (at least once a year) receive a formal appraisal of their performance.

Performance appraisals are based on objective quantifiable results.
Pay raises for employees in this job are based on job performance.

Employees in this job have the opportunity to earn individual bonuses (or commissions) based on the profit of the company for productivity, performance, or other individual performance outcomes.

Employees in this job have the opportunity to earn group bonuses (or commissions) based on the profit of the company for productivity, performance, or other group performance outcomes.

Employees in this job have the opportunity to earn company-wide bonuses (or commissions) based on the profit of the company for productivity, performance, or other operating company performance outcomes.

Performing employees have the opportunity to be promoted to positions of greater pay and/or responsibility.

Overall, I am satisfied with my job

Data Collection

A set of questionnaire was distributed among 30 employees through online media. All questionnaires were responded. Response rate was 100 percent. This was done to allow the employees of the organization to participate in the survey though they were working in distant branches of the company. The employees, who got questionnaires, got enough time to answer the questions at their own-pace. A cover-letter was also sent with the questionnaire to inform the objectives of this study and to encourage the employees to take part in this study. Responses were anonymous and the completion was entirely voluntary and the information was treated with high confidentiality.

Sampling Technique

The convenience sampling was used in this study. It is a kind of sampling technique with non-probability. This method is commonly used in many realistic situations. The convenience sampling technique is considered due to collect data rapidly, inexpensively, economical, quick, and convenient.

Data Analysis Procedure

This study exploring the relationship between motivation enhancing HR practices and employee job satisfaction”, therefore descriptive statistics have been used to analyse the obtained result from the online questionnaire survey.

Result And Discussion

Results

The results are presented here regarding the relationship between motivation enhancing HR practices and employee job satisfaction. These results have been achieved with respect to future oriented need based training programs, career progression, fair performance-evaluation system, performance based intrinsic rewards system, and performance based extrinsic rewards system [8].

In the questionnaire participants were asked two questions regarding formal appraisal. The purpose of these questions was about receiving appraisal based on quantifiable objective. The first question was if the employees received a formal appraisal or not. Figure 1 shows that 67.7% of employees agreed that they received a formal appraisal. Also, 25.8% of the employees did not receive a formal appraisal. Overall, the organizations deliver the appraisal of the performance regularly to the employees. The second question was to make sure if these appraisals based on objective quantifiable results or not. Figure 2 shows that 54.9% agreed that appraisals were based on objective results. On the other hand, 25.8% employees disagreed with this question. The rest of the responses in this question were neutral. Overall, employees are satisfied with the appraisal they are receiving from the organization.

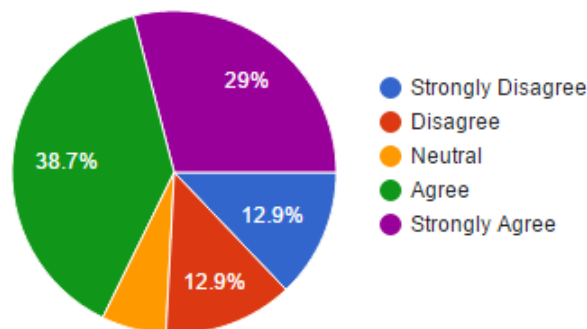


Figure 1: Employees in this job regularly (at least once a year) receive a formal appraisal of their performance

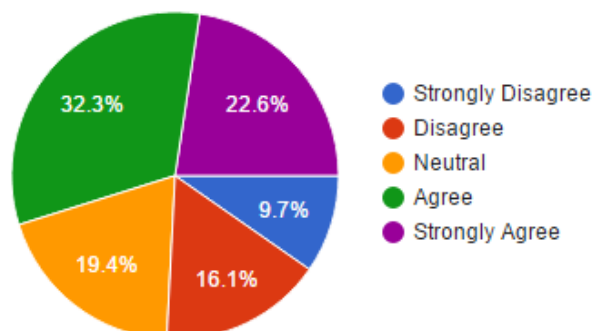


Figure 2: Performance appraisals are based on objective quantifiable results

In the questionnaire participants were asked one question in regards to pay raises. The purpose of this question was to make sure if the pay raises for employees in this job were based on job performance. The result in Figure 3 shows that 54.9% of employees agreed and strongly agreed with this question. A total of 25.8% of employees disagreed and strongly disagreed and while 16.1% were neutral about pay raises.

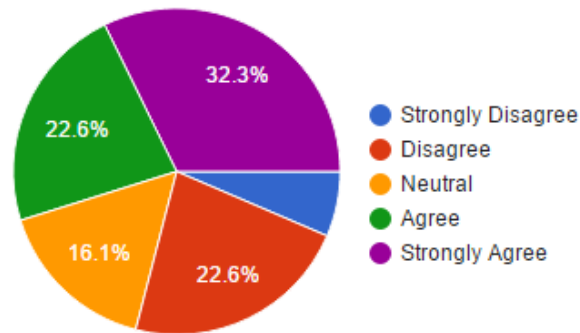


Figure 3: . Pay raises for employees in this job are based on job performance

In the questionnaire participants were asked three questions regarding bonuses effects. The question’s purposes were to investigate if the employees receive opportunities to earn individual, group, and company-wide bonuses (or commissions) based on the profit of the company for productivity, performance, or others performance outcomes. Figure 4 shows 61.3% respondents agreed that they receive bonuses. Another 29.1% of employees disagreed with this question. The rest of the results were 9.7% neutral. The second question responses were 38.7% agreed and 32.3% of the responses were disagreed with this question which shown in Figure 5. The rest of the responses were 16.1% neutral. The third question responses were 38.7% agreed and 32.3% of the responses were disagreed and strongly disagreed with this question according to Figure 6. The rest of the responses were 22.6% neutral.

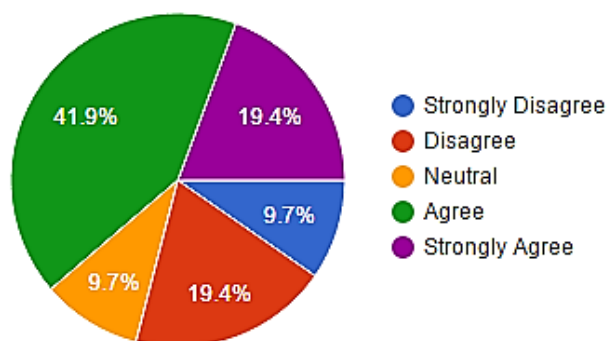


Figure 4: Employees in this job have the opportunity to earn individual bonuses (or commissions) based on the profit of the company for productivity, performance, or other individual performance outcomes

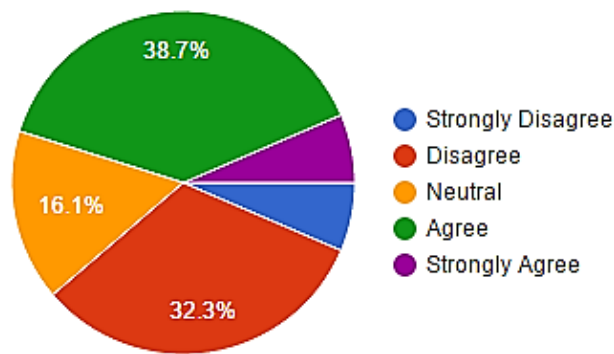


Figure 5: Employees in this job have the opportunity to earn group bonuses (or commissions) based on the profit of the company for productivity, performance, or other group performance outcomes.

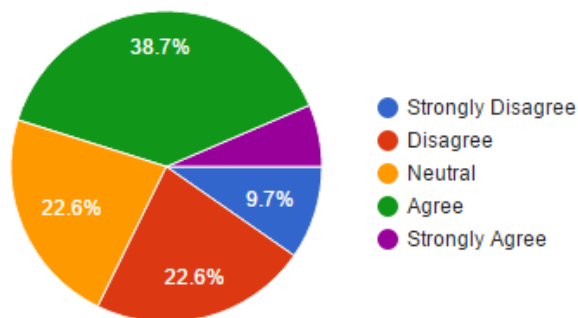


Figure 6: Employees in this job have the opportunity to earn company-wide bonuses (or commissions) based on the profit of the company for productivity, performance, or other operating company performance outcomes

In the questionnaire participants were asked one question regarding performance and promotions. The question’s purpose was about if the employees have the opportunity to be promoted to position of greater pay and/or responsibility. The great majority of the responses were positive. Figure 7 shows about 61.3% of the employees were agreed with this question and 12.9% of employees were disagreed with this question and this is a minor percentage. The rest of the employees were neutral.

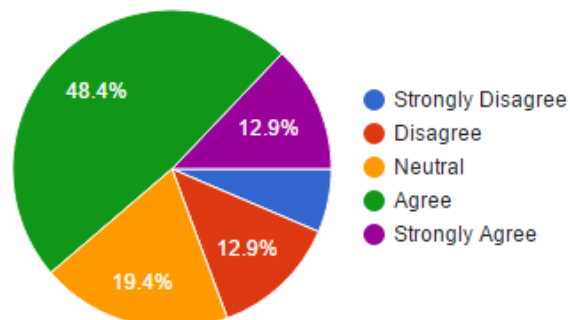


Figure 7: Performing employees have the opportunity to be promoted to positions of greater pay and/or responsibility

In the questionnaire participants were asked one question regarding Job Satisfaction. The purpose of this question was to conclude how much employees are satisfied with their jobs. The question was to determine the participants' general liking of their organization. Figure 8 demonstrates about 35.5% of the employees was agreed and 16.1% of them were strongly agreed with the question. Therefore, all the responses were positive and they all agreed to like their organization.

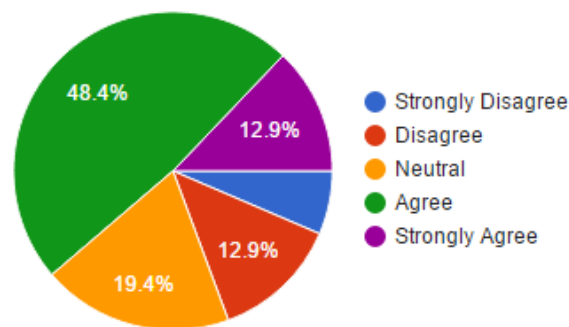


Figure 8: Job Satisfaction

Overall Discussion

From the results it is clear that the motivation factor have affected the job satisfaction. Among HR practices 'training and development' is very important. Employees can perform assigned tasks properly and effectively, if they go through proper training programs and development courses [11]. By exercising proper training, organizational goals can be achieved, the organization can get sustainable advantages over the competitors, and can achieve significant market share [12].

Performance evaluation system is very useful for organizations to develop desired employee behaviours and attitudes. Through this evaluation system performances of employees can be evaluated, then necessary feedback could be provided. It helps to identify whether an employee needs more training and development programs. Transparent and fair performance assessment system motivates the employees to work more to accomplish the organizational objectives [13].

The HR practice Career Development System helps to show employee development and career progression. It helps the employees to be aware of career opportunities, professional education, timing, work experience, and progression steps to get specific career goals [14, 15].

CONCLUSION

This study shows that human resource practices lead to employee motivations, which results in improved job satisfaction which is regarded as an important

indicator of job performance. If the organizations give attentions to HR practices like need based training and development programs, development of career paths for the employees, performs fair performance-appraisal system, better intrinsic reward system as well as better extrinsic reward management, then the organizations may achieve optimum return and maximum performance. Management of the organization should devise organizational policies and procedures in such a way which can evaluate the effectiveness of the HR practices, and the contribution of HR practices towards accomplishment of the strategic goals as well as improving the profitability of the organization.

Performance evaluation system should be fair and transparent. The study showed that performance evaluation system with fair and transparent processes can be an important contributing factor to achieve organizational performance. Performance evaluation system based on merit can motivate employees and improve organizational performance. Transparent performance evaluation system, clear performance objectives, and employee feedback positively correlates with perceived organizational performance. The management should avoid unjustified and biased performance appraisal system; it causes dissatisfaction among the well-performing employees, in the result adversely affected the performance of the organization. Results showed that transparency-based performance appraisal, performance and merit based promotions, and clear performance objectives have positive relations to the perceived performance of an organization.

While planning job design or creating human resource policies, the management should give proper importance to employee motivation. The reason behind this is the result of the study showed that it is an important contributing factor to achieve higher organizational performance. A main objective of HR management is to maintain the employee motivated; progressive career development opportunities in the organization should be provided for the retention of talented employees. The management should also provide sufficient extrinsic rewards and intrinsic rewards to the talented employees to keep the employees motivated

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