# EXPLORING THE RELATIONSHIP AMONG SOFT HR MANAGEMENT, JOB SATISFACTION AND EMPLOYEE PERFORMANCE IN BANKING INDUSTRY

By

# HAFSA KANWAL 30983

A thesis presented to the Department of Management Sciences, Bahria University Karachi Campus, in partial fulfillment of the requirements for the MBA Degree



**SPRING, 2019** 

Bahria University Karachi Campus

## **Dedication**

This thesis is dedicated to my supervisor Mr. Mansoor Zakir, for his kindness, devotion and for his limitless support.

Further, I would like to dedicate it to my Parents who have been source of inspiration and provided their moral, spiritual and emotional support.

### Acknowledgement

Firstly, I would like to thanks, ALMIGHTY ALLAH the most Beneficent and Merciful, who gave me the opportunity and strength to study this research. Then, I would like to thanks my supervisor, Mr. Mansoor Zakir, for providing sincere guidance, valuable information, advice and inspiration at every step of my research work. Without his supervision and academic help, it would be difficult to complete it. In addition, I would like to thank my parents, friends and all those who motivate me and help me by providing valuable time in this paper.

## Hafsa Kanwal

### Spring 2019

÷

Table of Content	S
------------------	---

Abstract	1
INTRODUCTION	2
Introduction	2
Background	3
Problem Statement	3
Research Objectives	4
Research Questions	4
CHAPTER 2	6
LITERATURE REVIEW	6
Organizational Culture:	
Leadership Style:	7
Work Environment:	13
Job Satisfaction:	16
Employee Performance:	19
Summary of Literature Review	25
Research Hypotheses	27
Conceptual Framework	28
CHAPTER3	29
RESEARCH METHODOLOGY	29
Research Approach& Type	29
Research Design	29
Research Population	30
Sample Size & Sampling Technique	30
Research Instrument	30

#### Spring 2019

Summary of Research Instrument	
Data Collection	
CHAPTER 4	
DATA ANALYSIS	
4.1 Reliability Test	
4.1.1 Cronbach's Alpha Test for Organizational Culture	
4.1.2 Cronbach's Alpha Test for Leadership Style	
4.1.3 Cronbach's Alpha Test for Work Environment	
4.1.4 Cronbach's Alpha Test for Employee Performance	
4.1.5 Cronbach's Alpha Test for Job Satisfaction	
Cronbach's Alpha Test for Overall Responses	34
4.2 Regression Analysis	
Testing the Hypothesis	
4.3 Mediator Test	39
Chapter 5	47
Results:	47
Discussion	
Limitations of Research	
Chapter 6	
Conclusion and Recommendations	
Conclusion:	
Recommendation	50
Future Work	50
References	
Appendix	
Questionnaire	