Effect of HR Practices on Job Satisfaction of Project Teams at Automobile Sector in Karachi

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Dedication

This research work is dedicated to my parents who always pray for me, my wife who always shoulders my responsibilities and my teachers who always guided me and remain a source of inspiration

Acknowledgement

I am highly thankful to Almighty Allah for enabling me to carry out this research. I am greatly obliged to my advisor and mentor Dr. Rafique Ahmed Khan, who is very committed towards his job of grooming his students. Without his supervision and out of the way help and support, it was almost impossible for me to complete this research. He has been a constant source of motivation and encouragement for me during research work. The intricate nature of research work became easy for me due to his friendly disposition and amicable personality.

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Abstract

Automotive industry is one of the major industries of Pakistan which are positively influencing the economic development and growth of this country. The assessment of different HR factors, responsible to affect the supervisor and managerial level project teams' job satisfaction was the objective of this research. This paper aims to study relationships in between job satisfaction and selected human resource management practices i.e. Recruitment & Selection, Training & Development, Salary & Benefits, Recognition & Reward, Performance Appraisals, Career Growth Opportunities, Work Environment and Work-Life Balance. For determining views of supervisors/ manager level project team members of three leading automobile companies at Karachi, 267 questionnaires were distributed, out of which 151 were received after filling. Data was analyzed by using SPSS version 20. Regression and correlation tests were applied and the result revealed that selected HRM practices were strongly correlated with job satisfaction. It was also found that working environment, career growth opportunities, salary & benefits and recognition & rewards have significant impact on job satisfaction while recruitment & selection, training & development, performance appraisal and work life balance have insignificant impact on job satisfaction. The reasons for such results may be the environment in which study was conducted. The results of the research will be helpful for the automobile sector for enhancing the level of job satisfaction of its project teams. Higher management of automobile sector may utilize the findings of the research to improve HR practices which will in turn enhance the success ratio of projects. HR department and higher management of this sector can use this research to motivate project managers and supervisor and to create a sense of ownership and loyalty amongst them. The research also provides the literature for future researches.

Key words: Job satisfaction, recruitment & selection, training & development, performance appraisals, career growth opportunities, salary & benefits, recognition & rewards, work life balance, working environment.

Table of Contents

<u>Title / Topic</u>   **<u>Page No</u>**

List of Tables

List of Figures

Chapter 1

Introduction

1.1 Background and Significance of Study

Enhancement of market share and profit maximization is the ultimate aim of every organization. In this era of globalization and rapid change, this echelon is only achievable if organizations manage to enhance the satisfaction level of their employees which will in turn motivate the employees to put in their best efforts in pursuing the organizational goals and objectives. Most of the organizations don't pay due attention on this area which results in decrease of job satisfaction. This also leads to low productivity, high absenteeism and high turnover rate. As the HR is believed to be an invaluable asset for an organization, therefore, an organization with satisfied employees has clear edge in the market. Organizations strive to acquire, train, motivate and retain their most valuable asset to gain competitive advantage over its competitors. For this study, Automobile industry at Karachi was focused which has great impact on the economic factors of this country. A number other industries are also growing and providing employment to a large number of opportunities to the citizens of Pakistan. Although, automobile industry is thriving, yet it has its share of problems and issues as well. This industry was chosen to analyze the impact of different HR practices with respect to job satisfaction of Project Managers/ supervisors involve in different project related activities.

Job satisfaction persuades the employees of an organization to work at their peak to meet the organizational goals. In the absence of job satisfaction, organizations confront with the cost of turnover (Mudor & Tooksoon, 2011). Trained, efficient and satisfied human resource is considered as backbone of any organization. Organizations strive to enhance the level of job satisfaction of their employees to increase their productivity and get maximum output. In this regard organizations spend a lot of money to establish and practice different types of human resource management practices. Job satisfaction is the requirement of every employee, however, at times organizations focus on inappropriate human resource management practices that result in dissatisfied employees (Javed, 2012). Number of studies has been conducted in various organizations related to different industries to find out the key/ deciding factors, leading to employees' job satisfaction.

However, limited work is available with respect to the project teams involved in this industry; therefore, current research is conducted to fill the gap. Another reason to select this particular sector is its upward growth. Most of the share of this industry lies with the foreign players like Suzuki, Honda and Toyota. Pakistani owners of different companies related to this sector are still struggling to acquire their space. The research was aimed at exploring the effects of selected HRM practices i.e. salary and benefits, career growth opportunities, recruitment and selection, appraisal system, training and development, working environment, work-life balance and recognition & reward on the project teams' job satisfaction. The research outcome would indicate the dominating factors leading to job satisfaction of project teams in Automobile industry at Karachi. The outcome of current research would be helpful to enhance job satisfaction of the project teams involve in different kinds of projects in this industry which will further increase their productivity. It would also add in existing body of knowledge.

1.2 Problem Statement

Maintaining a satisfied workforce is utmost desire of every organization. For that to happen, organizations take a number of measures in the form of HRM practices to ensure maintenance of requisite level of job satisfaction. Despite trying number of HRM practices, project supervisors/ project managers of this industry are not satisfied resultantly, rate of absenteeism and turnover is increasing which is drastically hampering undergoing projects. To sort out the underlying causes, eight HRM practices i.e. Recruitment & Selection, Training & Development, Salary & Benefits, Recognition & Rewards, Performance Appraisal, Career Growth Opportunities, Working Environment and Work-Life Balance are identified. Focus of the study was to examine their relationship and impact on the Job Satisfaction so that gray areas could be identified and appropriate remedial measures could be suggested.

1.3 Research Questions

Current research was focused to answer following questions:

- Are the recruitment & selection practices of the companies having any relation with project teams' job satisfaction?

- Are the project supervisors/ managers satisfied with present training and development programs and their outcomes?
- Is the performance appraisal system of the companies contributing towards job satisfaction?
- Are project teams satisfied with the salary and related benefits which they receive from the companies?
- Are the recognition and rewards practices of the organizations according to the expectations of project teams of this sector?
- Are the project teams satisfied with the career opportunities provided by the companies?
- Are the project teams satisfied with their work environment?
- Are the project teams satisfied with the work life plan?

1.4   Research Objectives

- To find out association between Job Satisfaction (JS) and selected practices of HRM.
- To find out the impact of various HRM practices on job satisfaction.
- To examine the reasons for varying effects of HRM practices on job satisfaction.
- To propose remedial measures to the organization for further enhance employees' satisfaction through HRM practices.

1.5   Scope of Research

The current research was conducted on the automobile industry at Karachi. Only eight HRM practices i.e. Recruitment & Selection, Training & Development, Performance Appraisal, Salary and Benefits, Rewards & Recognition, Career Opportunities, Work Environment and Work-Life Balance were examined, whereas there may be other factors which might have significant impact on job satisfaction. Only three automobile companies at Karachi fall in the scope of this research. Efforts were made to approach maximum number of project teams to get their response.

1.6   Limitations

Due to scarcity of time and resources, the research is limited to only three automobile companies at Karachi. These companies are the fast growing players of automobile industry. It is assumed that these companies are true representation of the entire automobile industry. It is further elaborated that only supervisor/ managerial level project team members were included in the scope of current study.

1.7   Organization of Thesis

First chapter is allocated to Introduction and explains purpose as well as significance of research, problem statement, research questions, problem statement, research questions and research objectives. It also clarifies scope of study and limitations of research.

Second chapter includes literature review in which findings of different empirical studies and theories related to the topic under study are presented in detail. Variables related to the current study are identified. In the end, theoretical framework and hypotheses of the study are also included.

Third chapter explains the type of study and the methodology to carry out this research. It also provides details about the targeted population, sample size and associated sampling technique as well as research instrument. Statistical tools for data analysis and treatment are also explained.

Fourth chapter is all about treatment of the data received from the respondents and extraction of useful information by means of SPSS. The results generated through the analysis are also included. At the end hypotheses are tested and results are summarized.

Fifth chapter contains a thorough discussion on the obtained results; covering each and every aspect of the companies' HRM practices, dependent variable and project environment in which the project teams are working.

In the sixth chapter the research is concluded. In light of research findings, recommendations are made, moreover, suggestions for future researches are also included.

Chapter 2

Literature Review

2.1   Job Satisfaction

Different authors have explained the concept of Job Satisfaction in different ways. According to Armstrong, (2006), "job satisfaction refers to the feelings and attitude of an employee towards its job".   This is the factor which leads to the attainment of the organizational as well as individual targets and goals. Positive feelings as well as attitude are the indications of job satisfaction whereas negative feelings are the indicators of job dissatisfaction. Job satisfaction is a state where one's needs and achievements match well (Locke, 1976). It is a singular idea that could be interpreted in monitory terms (Lazear, 2000). Kaliski (2007) states "It is the main ingredient that leads to recognition, income, promotion, and the achievement of other goals that lead to a feeling of fulfillment".   It depicts the feelings of people about their jobs and related features and factors associated with their work (Armstrong, 2003). Spector (1997) explains that "job satisfaction is what the employee feels about job and its different aspects".

In today's competitive environment, this factor is of great importance for employees as well as employer. Employees can deliver their best and grow in their respective fields if they feel satisfied with their jobs whereas, employer can retain their best employees and get maximum output from them if he or she as an employer manages to increase the level job satisfaction of his employees. Therefore, the fruitful practices which results in achieving the desired level of job satisfaction are very important both for employee and employer.

Job satisfaction can also be defined as the "extent to which a worker is content with the rewards he or she gets out of his or her job, particularly in terms of intrinsic motivation" (Statt, 2004). The level of job satisfaction working in an organization varies and ranges from extremely satisfied to extremely dissatisfied. According to George & Jones (2008) "in addition to having attitudes about their jobs as a whole, people also can have attitudes about various aspects of their jobs such as the kind of work they do, their coworkers, supervisors or subordinates and their pay."

Normally job satisfaction is coupled with motivation; however, due to involvement of a number of complexities in this concept, this association is not much clear. According to

Mullin, (2005), "job satisfaction can be associated with a personal feeling of achievement, either quantitative or qualitative." In contemporary business environment where organizations value their employees more than just the 'resources' and have begun to treat their employees as human beings, it has become paramount for an organization to cater for those aspects which have direct link to their employees feelings and attitudes towards job, because an employee can hardly serve the organizational purpose if he or she is not satisfied with his or her job and this dissatisfaction will ultimately leads to different problems like absenteeism, high ratio of turnover, accidents, different kinds of managerial problems etc., which have bad impact on overall productivity of organization.

It has also been identified that salary or financial benefits is not the only factor which guarantees job satisfaction. It varies from person to person as per requirement of needs which are still not satisfied. Some employees feel more satisfied if they have good and friendly relationship with their coworkers and boss. It means that they prefer their affiliation needs over the financial benefits and it is quite natural in light of Maslow's hierarchy of need theory.

Therefore, an employer has to consider different aspects in mind so that required level of job satisfaction could be provided. He must have to look after different wants and needs of the employees i.e. from the basic needs to the highest need of self actualization, so that each employee could get satisfaction according to his unique level of desire. Present day organizations are quite keen to focus on such needs and adopting such practices which provide food for varying level of needs of variety of employees so that they whole heartedly engage themselves in fulfilling the organizational goals.

2.2   Motivation Theories

Different theorists and social scientists have deeply studied the human behavior at work and drawn different theories and models, the same are presented in following paragraphs:

2.2.1 Hierarchy of Needs Theory by Abraham Maslow (1943)

This theory explains that an individual has different types of needs and desires. These needs are divided into different levels; at the very basic level there comes the physiological needs i.e. breathing, food, water, shelter, sex, excretion, sleep. Then, comes the safety and security need, which include safety and security of body, employment, health, family and morality. After achieving these two levels, an individual strives for the third level which is love and belonging. At this stage, individual make relationships to other human beings i.e. co-workers and make friendships etc so that his thirst to gain love could be satisfied. At the fourth level, an individual fulfils his esteem requirements. He works for status, respect, achievement and reputation. Organization should provide challenging tasks to the employee of this calibre and also make them responsible for the successful completion of the task and if he achieves the desired results, should be rewarded accordingly. The highest level is the Self Actualization level at which the individual works for self fulfilment and self actualization. He creates new things, helps others and works at the highest level of professionalism. The organizations should observe their employees and according to the requirement of each employee act wisely so that each employee get complete satisfaction and happily engage themselves for the completion of assigned tasks and duties.

2.2.2 Herzberg's Two Factor Theory (1957)

Herzberg et al., developed the model of satisfiers and dissatisfiers. Armstrong, (2003) investigated about the sources of satisfaction and dissatisfaction amongst the accountants and engineers and explained it in his book 'Armstrong Handbook of Human Resource Management'. He found that there are certain job related attributes which causes satisfaction and employee clearly expresses his feelings of satisfaction if these factors are catered for. These factors act as motivators therefore, given the name of motivators. On the flipside, there are also such attributes which act as hygiene factors. Their correctness and appropriateness is very much necessary to avoid dissatisfaction. These factors are different from factors which mentioned earlier. First group factors increase job satisfaction while fulfillment of the needs indicated in second group prevents the chances of dissatisfaction, and both must be catered for.

Hygiene Factors	Motivational factors
Company's Policies and rules	Achievement
Interpersonal Relations	Recognition of employees' efforts
Quality of Supervision	Reward
Working Conditions	Responsibility
Salary and benefits	Career Advancement
Status	Personal Growth
Employment Security	Work Itself

Table-2.1 Factors Affecting Job Satisfaction (Herzberg, 1976)

2.2.3 Acquired Needs Theory by McClelland's (1961)

This theory explains that different people have different needs in their lives and they prioritize their needs according to their unique preferences. He expounds that people acquire these specific needs over time and these are shaped and nourished with the unique personal experiences. Most of the needs fall into three categories i.e. need for achievement, need for power and need for affiliation. For example, the achievers require such type of work environment which is helpful to achieve their goals. They prefer the tasks with great responsibility; avoid the tasks with low risk because there is no gain in such tasks. They also avoid very high risk tasks which have greater chances of failure. Feedback about the performance is also required by these peoples as they want to know whether they are improving or not. The work environment of these individuals is entirely different from the average workers. Affiliation seeker is a team player and always looks for a friendly environment where he can fulfill his desire of affiliation. He always avoids the conflicts and competitive environments. Power seekers needs power either to control the people or to achieve their desired goals.

2.2.4 ERG Theory by Alderfer (1969)

ERG stands for Existence, Relatedness and Growth. This theory gets its roots from Maslow's theory, however, compressed the human needs into three major categories i.e. Existence (physiological and safety needs), Relatedness (love and belongingness needs) and Growth (self esteem and self actualization needs).

Following are the areas where ERG theory differs with the Maslow's theory:

- Unlike Maslow's theory, Alderfer suggests that individuals can be motivated by their needs at different levels. It means that gradual shift of needs is not necessary.

- Importance of needs varies from person to person as per circumstances; some people give higher value to their growth need although they have not met the relationship needs.

- This theory also gives the concept of "frustration regression", according to which when a person fails to satisfy a higher level need then he put all his efforts and energies in acquiring the one step lower level need. For example if a person does not fulfill his growth needs then he will be revert back to relationship need. He develops and improves his personal relations so that it will be helpful in acquiring his growth needs.

2.2.5 Goal-setting Theory by Edwin Locke (1968)

This theory explains that goals set by the individual play important role for motivating him to perform accordingly. If the set goals are high and difficult then the performance level will also be high to acquire those goals whereas easy and lower level goals and objectives decrease the level of output and performance on part of an employee. In the business perspective, this theory is widely applied to gain the desired output from the employee. Goals indicated the level of effort required to be put in by the employee; the higher the goal, the greater will be the effort put in by the employee.

Following things must be kept in mind while setting goals:

- Goals should be specific and clear

- Goals should be realistic and challenging

- Employees' participation in goal setting

Goal setting theory has following limitations:

- Sometimes organizational goals are in conflict with the individual or managerial level goals which result in negative and detrimental impact on acquiring the required level of output and performance.

- Complex and extra ordinary difficult goals generate riskier behavior.

- If the employee's capabilities are not judged properly prior assigning a difficult goal then there are higher chances of lower performance.

2.2.6 Expectancy Theory by Victor Vroom (1964)

This theory explains that motivation of employees is the outcome of following factors:

- How much an individual values the reward (Valance)

- Likely hood that efforts of the employee will result in expected performance (Instrumentality).

- Employee's belief that his high performance will lead to reward (Expectation)

Motivational Force = Instrumentality x Expectation x Valence orientation

Individuals have different goals in their lives; they can be better motivated if there is a positive correlation between the efforts and the performance, the desired reward will be awarded on performing according to the set standards and this reward will satisfy the individual's needs and wants. Another aspect which is considered paramount is the desire to satisfy the need. If the desire is not strong enough then level of effort will not be according to employer's expectation and resultantly desired performance will not be achieved and ultimately employee will fail to get any reward.

2.2.7 Affect theory by Edwin A. Locke (1976)

Edwin A. Locke's presented this theory in 1976 in which he described one of the best satisfaction models. The theory describes that level of satisfaction can be determined by comparing one's wants to what one receives. For instance, if an employee values the career

growth more than other aspects of job and he gets lesser opportunities then his satisfaction level will be lesser as compared to another employee who does not value career growth at such an extent. Actually, when a person has some certain expectations about some job factor and these expectations are not met then he will be demotivated and dissatisfied. If an employee feels easy in an environment where he has complete autonomy, he will be dissatisfied if he has a boss with autocratic style or gets a job where he has lower degree of freedom. On the other hand, an employee with opposite preferences will be satisfied with this kind of job.

2.2.8 Dispositional approach

This theory explains that due to personal traits and characteristics of personality, job satisfaction level varies from person to person. According to Judge et al., following are the main self evaluations:

- Internal locus of control

- Self efficacy

- Self esteem

- Neuroticism

These self evaluations indicate the disposition of a personality with respect to job satisfaction. First variable i.e. neuroticism has an inverse relationship with job satisfaction. Lower the level of neuroticism, higher will be the job related satisfaction. Whereas, if an employee has great internal locus of control, high self esteem and high self efficacy then he is more likely to be satisfied with the job.

2.2.9 Equity theory by J. Stacy Adams (1969)

According to this theory an employee expects that he will be fairly and equally treated by his employer. Fairly means his efforts, expertise and experience will be fairly compensated by the employer. An employee not only compares himself with other employees of the company but also compares himself with employees of other companies of the same industry. If he finds that he is not equally treated as compared to his counterparts, he feels dissatisfaction. For example if two employees are working in an organization with same level of experience, education and scale. If one of them, gets promotion or pay raise then

the other will feel dejected and dissatisfied. If both the employees treated equally and got pay raise or promoted then both will be satisfied. If both the employees do not get promotion or have pay increment, even then they will be satisfied as both of them are treated equally. However, if the salaries of these employees are less as compared to the efforts they put in, they will be dissatisfied.

2.2.10 Discrepancy theory by Edward Tory Higgins (1987)

The Discrepancy theory developed by Edward Tory Higgins in 1987 explains the reasons of sadness, depression and unhappiness on the part of employees. He describes that employees know their duties and responsibilities. They also know that if they perform well they will be rewarded for good performance; otherwise, they will have to face the consequences of low performance. According to theory, when an employee could not perform according to expectations of his employer, he becomes depressed and frustrated.

2.3   Job satisfaction Models

Aziri (2011) have discussed different models of job satisfaction in his study. Amongst these models, models presented by Lawler and Porter (1967) and Locke & Latham (1990) are presented here. Job satisfaction model given by Lawler and Porter (1967) lays special emphasis on reward system. This model states that these rewards i.e. extrinsic as well as intrinsic are not directly related to job satisfaction due to perceived deserved level of pay.
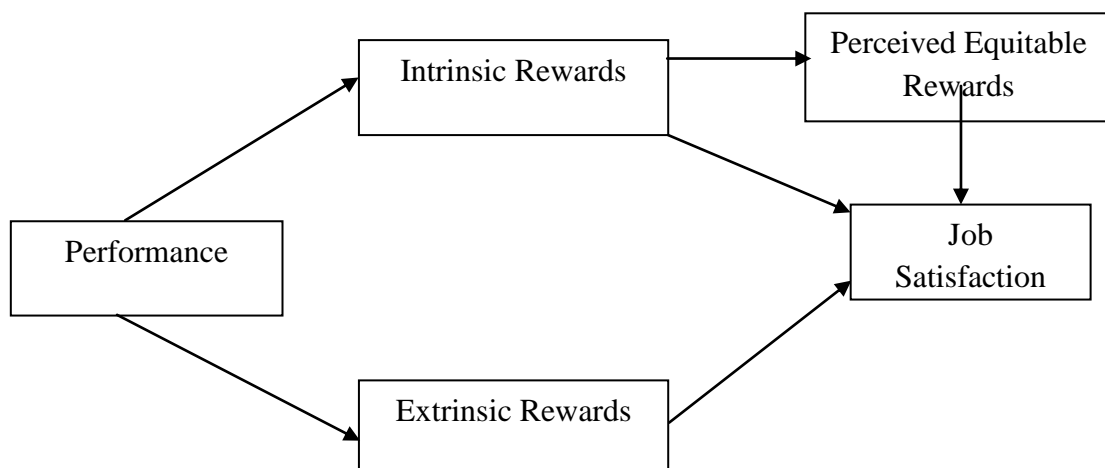
Figure 2.1: Model of job satisfaction presented by Lawler& Porter (1967)

The job satisfaction model presented by Locke & Latham (1990) highlighted different aspects from the previous model. It is explained that high expectations of success and high level of goals results in the success and achievement. Success is a factor that creates job satisfaction.
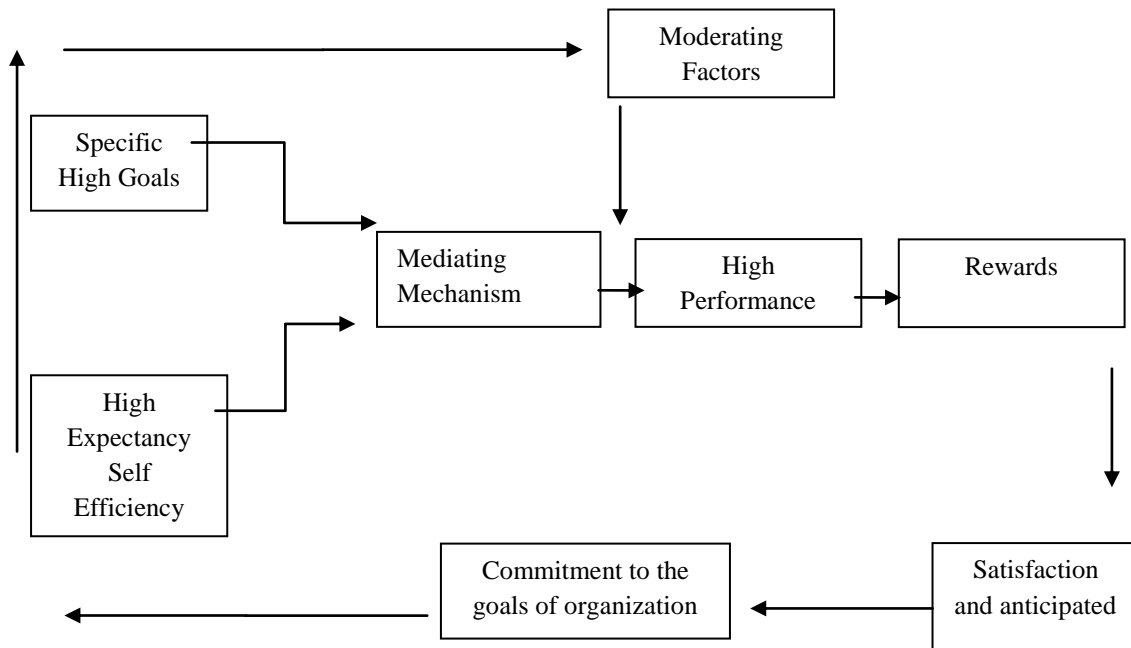
Figure 2.2   Job satisfaction model by Locke and Latham (1990)

2.4   HR practices

The relationship between human resource management practices and job satisfaction has been studied extensively across the globe. The relationship of eight HRM practices with job satisfaction was studied by Taseem & Soeters (2006). These practices are performance appraisal, training, recruitment & selection, compensation, placement, social security, empowerment and promotion practices. Mudor and Tooksoon (2011) explained that "HRM practices are positively and significantly correlated with job satisfaction and negatively and significantly correlated with turnover". Ting (1997) narrates that "HR practices are closely associated with job satisfaction". Dessler (2007) explains that "Human resource management (HRM) is all about the policies and practices involved in carrying out the HR aspects of a management position and includes human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations". Guest (2002) indicated that job satisfaction is a factor

which plays the role of mediator between the HRM practices and the organizational performance. Appelbaum (2002), stresses that job satisfaction is the effect of good human resource management practices.

Edgar and Geare (2005) explain in their study that HRM practices induce the attitudes of organizational commitment, fairness, and job satisfaction. Moreover, there exists a positive correlation between HR practices and job satisfaction. The study conducted in the context of Chinese firms by Yu and Egri (2005) also revealed that HRM practices positively influences the commitment of workers. The research by Petrescu and Simmons (2008) in UK explains that level of job satisfaction can be significantly affected by applying some HR factors.

The study of Majumder (2012) in the context of Bangladesh banking sector reveals that different HR factors and practices which are being exercised by different banks have different impacts on different employees. The highest percentage of employees is not satisfied with compensation packages. The factors like reward and motivation, career growth, training and development, management style, and job design, have gradually low impact with respect to job satisfaction. The study conducted by Hassan et al., (2013), in the context of public sector banks of Pakistan also revealed that human resource management practices have significant impact on job satisfaction and loyalty of the employee. Among the three human resource management practices i.e. compensation, empowerment, and appraisal system, compensation is found to be the most dominant factor for creating satisfaction among employees, while empowerment was found to have significant impact for the development of employee loyalty.

On the flip side, authors like Green, (2006) and Appelbaum, (2002), argued that HRM practices are primarily designed for high performance work system. These practices may increase the sense of achievement and enhance work intensity; however, these are not designed to increase the job satisfaction level.

2.4.1   Recruitment & Selection

Recruitment is the process in which potential candidates are attracted while selection is the process choosing the most qualified person amongst the pool of candidates to fill the vacancies. An efficient and effective recruitment & selection system makes sure the best

fit between the organizational requirements and personal abilities and traits(Fernandez, 1992).According to De Cieri and Kramar, (2008) recruitment refers to the process in which organizations look for applicants and attract prospective employees, whereas in the process of selection, candidates who best meet the criteria regarding requisite level of knowledge and other traits are selected. The purpose of this process is to acquire the required number and required standard of employees at the lowest possible cost (Armstrong, 2003). Recruitment is a two way process in which companies looks for right person for a particular job on the other hand the applicants are in the search of suitable employment opportunities. The process of selection may be carried out from within the organization.

Organizations adopt the processes and practices of recruitment and selection as per their specific requirements, therefore, variations can be observed in these processes in different organizations across the globe. A few processes are: initial screening of bundle of CVs and applications, different kinds of tests for employment, different kinds of interviews, reference checking, background verification and medical examination if required. Recruitment and Selection is considered as the most important function of human resource management as the employee which are inducted through this process will either make or mar the future of the organization. These are the human resources that run any organization. Even the state of the art machinery, equipment and tools have no worth if not handled and operated properly. In this competitive era, when organizations when the material and machinery resources are equally available to everyone; the only thing that makes the difference is the efficient and effective human resource. That's why organizations yearn for attaining and retaining the best manpower to have edge over the competitors. However, this purpose can only be served if affective recruitment and selection processes are in place in the organization which are capable enough to attract and select the qualified applicants. If this action is properly done then company's fate will be in right hands because these are the people which will take part in different operational and project related activities. In case the recruitment and selection processes have some flaw, undesirable candidates might get their place in the organization which may pose detrimental impacts on the organization.

Hunter and Schmidt (1982) explained that only a merit based, affective recruitment and selection system guarantees the employment stability. The study conducted by Katou and Budhwar (2007) in the context of Greek manufacturing firms explained that "recruitment

and selection have positive relationship with the efficiency, effectiveness and greater quality."

2.4.2 Training& Development

According to Tzafrir, (2006), "training and development is considered to be the most common HR practice". Training and development is all about learning a set of skills, actions or behaviors. The purpose of this change in behavior or skills is to enhance the employees' performance. Training also prepares the employees for potential jobs or roles. On the other hand, development not only increases the performance of the employee for a particular role but also produce maturity. It is used to increase the potential of a worker. Aswathappa, (2008) states that "Training and development refers to any effort to improve current or future employees' skills, abilities, and knowledge." It has a significant positive affection job satisfaction of employees (Garcia, 2005). Training and development results in the attainment of required level of advanced knowledge, skill sets, capabilities, job related attitudes, and behavior of employees that eventually strengthen the organization and improve the financial as well as non financial performance of the organizations (Thang and Buyens, 2008). These characteristics not only helpful in the increase of personal satisfaction but also paved the way towards the achievement of organizational aims and objectives which is the ultimate aim of every organization in this competitive world.

Numerous studies, conducted to explore and explain the importance of training and development with respect to different kinds of employees, found to have positive correlation with the job satisfaction. The impacts of HR practices on job satisfaction of employees of manufacturing companies at Bangladesh have been explored by Absar et al., (2010). They found a close association between two variables i.e. Human Resource Planning and Training & Development. These factors positively impacted the dependent variable i.e. job satisfaction. The factor which has the greatest influence on job satisfaction is training and development. Training and development is also found to be a key determinant, creating job satisfaction amongst the employees of public sector organizations of Pakistan (Javed, 2012).

Successful companies train and develop their most valuable asset i.e. Human Resource and in this way carry out the most profitable investment. This training and development not only increase the competence level of the employees but also fulfills organizational goals. Effective training and development programs helps in profit maximization, decrease employees' turnover rate, development of successor for a particular job. On the flip side, it

increases motivation level, improve the level of engagement and enhance the competence level.

2.4.3 Salary and Benefits

Salary is a fixed and regular payment made by the employer to its employee for completion of work. Salary is normally paid after completion of a fixed interval of time. It is normally determined by the market rate for performing a particular job in same kind of industry in the same region. The number of people available for a particular job also decides the pay rate. Pay is an important feature of HRM. Companies should survey the market time and again to remain update regarding current pay trends. Organizations offer following types of pay to its employees:

- Fixed salary, mostly it is calculated on monthly basis
- Hourly wages-salary is counted on number of hours counted
- Piecework basis-employees are paid on completion of number of items prepared or made
- Commission-employees receive a percentage for sale they made
- Bonus-an additional pay for meeting the given targets
- Profit sharing-bonus on the basis of annual profit
- Stock options-Employee is provided with the right to purchase the stocks of the company at cheaper rates at a given time
- Fringe benefit-It includes different kinds of paid leaves, membership of health club, daycare service etc.
- Medical facilities for self and family, dental care, disability and life insurance
- Retirement plans

A competent and talented employee will not work upto the satisfaction of employer unless he is paid well. Therefore, salary or wages is considered as most important and crucial part a company's bid to capture a skillful employee. Salary is plays an important role in retaining competent employees. Employers can only retain their valuable human resources in their organizations if they pay them according to their satisfaction. If the organization raises the pay or wages of their employee it will serve dual purpose of motivating them to put in their best efforts to fulfill the assigned tasks and attain personal goals. An organization makes different strategies for successful achievement of its various goals.

Salary or pay plays the most dominant role for the implementation of these strategies (De Cieri and Kramar, 2008). It is the pay and benefits provided by the company which decide the quality of work, level of effort, attitude, flexibility, learning attitude and work related behavior of the employees. De Cieri and Kramar (2008) further explains that every employee compare its salary with its counterparts in the company and in the industry as well and if it is found at par then he experience job satisfaction, otherwise, he feels demotivated and becomes dissatisfied with his job as he feels that employer is not duly paying him for his work. If the employer pays higher than its competitors in the market then it is the guarantee that he will attract and retain the best workers with him. Using discrepancy theory, it can be found that worker's job satisfaction or otherwise is the outcome of discrepancy that he feels between what he receives from the employer and what he actually deserves, moreover, what other workers are getting in the shape of income and what they actually deserve. If the income of the employee as compared to others is in balance with the time, effort and quality he is putting in, then he feels satisfied. Any imbalance in this regard causes dissatisfaction (Ryan & Sagas, 2009). Another study conducted in the context of automotive sector of India also reveals that Salary is the prime source of satisfaction as compared to other sources. It produces job satisfaction, reduce absenteeism and turnover intentions of the employee and enhance the productivity.

2.4.4   Recognition & Reward

Employee recognition is timely acknowledgment of the exceptional efforts put in by the employee to achieve the organizational goals. This recognition may be formal or informal in nature. Appreciation is a basic human need. Whenever the efforts of any worker are recognized for completion of his job, he responds to this appreciation and tries to achieve that level of performance again. If the employer recognizes the efforts of its employees then this action will boost the morale and energy of the employee. In order to boost the self esteem and passion to perform better, recognition and reward plays pivotal role. It is worth to mention that recognition is not a big deal. Even a pat on back is the sign of recognition and praise from the employer to the employee. According to Hansen et al., (2002), most of the organizations fail to differentiate between recognition and reward. Rewards are promised or decided in the beginning of any task whereas recognition is a 'post hoc' concept. This subtle difference must be kept in mind while making any strategy to motivate and satisfy the employees because it affects the employees differently.

Organization normally, plans motivational program, disregarding the human nature which results in the failure to achieve the desired objectives.

The study conducted by Danish(2010) defines that providing a distinct status to an employee is called recognition. This is very critical concept and describes the process through which employee's contributions towards completion of certain tasks are evaluated and accordingly recognized. By the process of recognition, the deserving worker is given a certain status in the organization. This act plays a pivotal role in motivating the employees. According to expectancy theory (Vroom, 1964), if the company has a policy to reward its employees for better performance than there is a great probability that the employee will perform in such a way that he will get that reward. The research conducted by Gerald & Dorothee (2004) proved a positive correlation between Job Satisfaction and reward system. It means that organizations should pay attention to acknowledge the exceptional efforts of their employees by providing them recognitions and rewards; this will in turn enhance the satisfaction and motivation level of employees which will further enhance the productivity of the organization.

Financial rewards, benefits, promotions and incentives fall in the category of rewards. These rewards can motivate and satisfy the employee at some certain level, however, to keep the employees stay committed and motivated in the long run, it is necessary to recognize their efforts, give them proper appreciation so that they keep on doing the same good behavior and desired work attitude. According to Baron (1983) when the good performance and high working ability of an employee is duly recognized, the capability to produce quality work becomes high. According to La Motta (1995), recognition is the one of the most important needs of an employee which has deep effects on motivation. On the other side, rewards have the element of monitory and compensatory benefits, however, only rewards cannot provide guarantee of producing a satisfied and motivated employee. The experts, after fulfilling the needs, an employee feel satisfied and motivated whereas the employee with unsatisfied needs becomes demotivated and non productive. Ali and Ahmed (2009) are of the view that recognition and reward are directly proportional to motivation and satisfaction. The change in one attribute directly impacts the dependent variable on the other side. Barton (2002) argued that the best companies of the world declared by Fortune are those who give proper recognition to the efforts of their employees. Javed (2012) reveals that recognition is one of the major sources of satisfaction.

Employers can get following benefits by implementing a recognition and reward system without spending a great amount of money:

- Loyalty and satisfaction
- Decreased stress
- Less number of accidents
- Lower rate of employee turn over
- Lower rate of absenteeism
- Increased level of productivity

2.4.5 Performance Appraisals

It is a systematic process by which the performance of employees is evaluated over a period of time. It is a process in which a manager or supervisor examine and evaluate the performance and work behavior of an employee by comparing it with already set standards. After comparison the results of the appraisals are documented and then these results are used to provide feedback to the employees and show them where improvements are required. The results of the appraisal also indicate that who needs what type of training and which employees will be promoted, demoted or fired. This is the process which has its effects on other HR processes like training & development, recruitment & selection, compensation system and relationships among the employees. As performance appraisal ends in the form of giving award, pay raise, promotions etc therefore, a fair appraisal system is a source of satisfaction for the employees.

An ideal performance appraisal system should have following characteristics so that it could meet organizational requirements as well as provide satisfaction to the employees:

- The objectives of appraisal system should be clear and specific. It should be beneficial for both employer and employee as well.
- The information and data provided by this system should valid and reliable. It should have the capability to measure what it is suppose to be measure.
- The employee should be well aware of the appraisal form, rules and procedure pertaining to the appraisal system. All these rules and processes should be standardized.
- The evaluating officer must have requisite training to appraise the employees.

- The evaluator should focus on job related behaviors and characteristics of the employee

- There should be the environment of mutual trust between the employees of the organization and the evaluator.

- Feedback should be provided to the employees about the rating they get during the appraisal.

- The purpose of appraisals should be developmental; therefore, the appraiser should not be judgmental during the appraisal.

- As the organizations have different environment, job requirement, resources etc., therefore, appraisal system must be according to the requirements of the organization.

- There should be post appraisal interview of the employee so that the difficulties and issues faced by the employees could be surfaced.

According to Mullins, (2005) the aim of performance evaluation is to analyze the performance and potential talents of the employees. Performance and productivity of employees is continuously assessed by this process.

According to Shahzad et al., (2008), "Performance appraisal, is an important method in which the employees' performance is continuously observed and evaluated and after a certain period of observation feedback is provided". This is a systematic mechanism which is used to enhance employees' productivity.

Performance evaluation leads to improve employee's productivity. It also helps in monitoring the employee's performance (Brown and Hewood, 2005). Ray and Ray (2011) found that appraisals, training & development, participation in decision making, empowerment and compensation system have great association with job satisfaction. He also found that participation in decision making and appraisal system are the factors which pose a relatively higher positive impact on job satisfaction, while the factors like training and development, empowerment, compensation have considerable affect on job satisfaction of workers. The research conducted by Oyeniyi et al., (2014) conducted on Nigerian banks with respect to job satisfaction of employees reveals that practices related to compensations, promotions and performance appraisal have positive impact while supervisory role and training are having negative impacts on job satisfaction. The factor which has the greatest influence on job satisfaction is the performance evaluation practices.

2.4.6   Career Growth Opportunities

According to Lingham (2000), satisfaction of organizational needs is subject to the satisfaction of employees' needs. Organizations carry out planning for the career growth of employees to fulfill not only their growth requirements but also to satiate the organizational needs. Different jobs in the organizations require different levels of authority, competence and maturity which inculcate among the employees with the passage of time by achieving different career mile stones. Therefore, basically, career development is an organizational need and if an organization wants to achieve its goals then it has to take care of the growth of its employees. Different practices and methods like career planning, counseling, selection and training for different career courses etc, are being utilized by organizations to provide career growth opportunities to employees. When the employer takes care of employee's interests and takes interest in career development and growth, employee feels satisfied with his job and works for the interests of organization whole heartedly. This give and take goes on and both the employee and employer feel satisfied with each other. A satisfied employee performs better and with the passage of time becomes an asset for the organization and the organization invests more in such a dedicated and productive employee. As Duggan (2011) explains, "organization should have to invest in ongoing employee career development programs to make both employee as well as organization successful". It is a way to provide complementary learning on the job and acquiring benefit from the experienced managers for the particular skills.

There are number of studies, whose findings clearly indicate that job satisfaction has significant relationship with career opportunities provided by the employer (Zain ud din et al., 2010). The studies conducted by Danish and Usman (2010), also brings out same results. Ssesanaga and Garrett (2005) describe positive as well as significant impacts of promotions and career development on job satisfaction. Wan et al., (2012) explain that the employees who think that promotion opportunities are provided to the employees on merit and they consider the promotion decisions fair and transparent, have greater level of job satisfaction and they become more loyal to the organization. Promotion is a tool utilized by the employer to induce employees. Its purpose is to reward the efficient workers for successful completion of organizational goals; therefore, it serves as instrument to synchronize the personal goals with the organizational goals.

2.4.7 Work-Life Balance

It is a modern idea of producing balance between work and personal activities. The authors of literature provided their views on this topic which has brought clarity about the meanings of work life balance. For instance, Clark (2000) states that "work life balance occurs when there is satisfaction and good functioning at work and at home, with a minimum of role conflict." He adds that an individual with a balanced work life have less amount of conflict between the roles of family and work. According to Kirchmeyer (2000) "work life balance is achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains." Greenhaus et al., (2003), states that "the extent to which an individual is equally engaged in and equally satisfied with his or her work and family role."

This terminology generally fits to practices like flexi hours, remote working options, overtime, different types of leaves, sharing of jobs and other benefits offered by the company to its employees so that employees have a peace of mind and they could perform their assigned responsibilities without any stress, fatigue and depression (Estes & Michael, 2005; Perry-Smith & Blum, 2000).

According to Guest (2002) this balance is very crucial for those who want quality in work as well as personal life. Essence of work-life balance is to provide quality life to the employees without compromising the productivity at workplace. Normally it is assumed that this kind of balance is gender based concept that is basically devised for the woman (English, 2003; Aburdene & Naisbitt, 1992). However, number of recent studies has discovered that this phenomenon is also valid for male professionals(Blair-Loy, 2003; Byalick & Saslow, 1993).According to Perrons, (2003), this balance is not only necessary for the health and comfort of the employee but also provides stability to the organizations and makes them cost efficient. Greenhaus et al., (2003) states that an innovative and productive employee is the outcome of a balanced work life plan of the organization, on the flip side, organizations with a balanced work life plan produces dissatisfied and stressed employees (Kofodimos, 1993). If proper balance is not provided by the organizations between work and personal life, then a lot of mental and health related issues arises. This mental and health fatigue leads to a number of serious physical and mental disorders like depression, anxiety, low level of energy, development t of pessimistic attitude etc (Hammig and Bauer (2009).The study conducted by Carlson, Derr, and Wadsworth (2003) revealed

that employees who has long experience in their careers has greater share of family conflicts. There are a lot of evidences from the studies conducted across the globe that a happy and contented life can be achieved through a successful work life balance. The happy employees put in more efforts and work hard to achieve their career milestone which in turn achieves organizational goals. Kersley et al,. (2005) state that due to volatile business environment, this issue is not fully integrated and yet to be addressed. There is a requirement of finding ways to create balance between professional and household responsibilities of the individuals in such a manner that both are not collided with each other (Estes & Michael, 2005; Konrad & Mangel, 2000). As the scope of work life balance as a subject is very large, therefore, number of researches were undertaken in different fields like information systems (Nelson, 1990), gender based study paradigms(Wayne & Cordeiro, 2003), business management (Konrad & Mangel, 2000), psychology (Hill et al., 1989), sociology (Glass & Estes, 1997) and HRM (De Cieri et al., 2005). The findings of these studies reveal a positive relationship between work-life balance and job satisfaction. The research findings of another school of thought explain that work life balance does not contribute to productivity of organization. Allen, (2001) indicated that although a number of researches suggested that a link exists between work life balance and performance however, the results cannot be generalized yet. Judge et al., (1994) is of the view that due to increased level of job satisfaction the employees becomes sluggish and their level of performance does not increase which is not in the interest of any organization because every organization needs an upward growth and to acquire this goal employees full contribution is an important factor. The same results are found from the studies by Galinsky et al., (1993); Premeaux et al., (2007); Frye & Breaugh (2004) and Goff et al. (1990). The researchers did not find significant link between the performance level and job satisfaction. The findings of researches have made clear that the concept of work-life balance to enhance the level of job satisfaction is not applicable to all the organizations, however, one thing can be generalized that by providing this balance the attitude of employees towards organization can be improved along with a positive change in job satisfaction.

McGinnis (1997), also notified a number benefits of work life balance and describes that if organization give proper attention to the work life balance plan then it will inculcate feeling of accomplishment amongst the employees and resultantly job satisfaction level increases. Motowidlo, Packard, and Manning (1986), describe that employees with lower satisfaction

level never produce quality work which will increase their stress level of stress and anxiety in light of discrepancy theory whereas, satisfied employees are not feeling produce quality output and their stress level is also within range.

According to Clifton & Kruse (1996) and Wise & Bond(2003) work life balance positively impacts on balancing the workload and workforce productivity. It develops such a culture in which additional work is not taken as burden (Allen, 2001). The research findings of Burke & Greenglass, (1999); Allen, 200l; Anderson et al., (2002); MacEwen & Barling, (1994); Frone et al., (1996) and Taussig & Fenwick, (2001) indicated that due to not having work life balance, employee cannot make justice to their job and family requirements which resulted in contempt, lower level of dedication, absenteeism, lower performance, biological dysfunction, stress, social disorder and all these factors negatively contribute towards organizational development.

The study conducted by Shujaat et al., (2011) in the context of private banking sector at Karachi revealed that work-life balance has insignificant effect on job satisfaction. It is also worth to mention that being a new concept employees of this sector are unaware of the terms like work-life balance and job satisfaction.

The practices which enhance work life balance are aimed at creating such a balanced work life in which the worker carry out his job related activities without any burden and without sacrificing the family life. In other words a conflict free life is the ultimate aim of this practice. Due to this balance employee feel empowered and in better controlling position not only at work but also at home and can do justice in both fields. According to Lazar, (2010) a balanced work life is in the interest of employer as well as employee as this balance enables the employee to give quality time to his assigned tasks and family responsibilities as well. Susi, (2010) states that "work life balance is a drive for satisfaction of employees". Present day organizations are focusing on the creation of work life balance for their employees so that the efficient work force could be retained, their lives be made stress free and burden free so that they would become more productive. To achieve all these objectives, organizations are modifying their culture. Felicity, Irene & Evelyn (2013) conducted the research in the context of banking sector at Ghana and found that practices to enhance work life balance in this sector are helpful in decreasing the stress level of employees. It was also observed that women in this sector require more balance in their

work and family life as their role at home is different are more demanding as compared to men.

Lockwood (2003), states that work-life balance is an equilibrium state, in which the personal and work life demands are in balance with each other. She concludes that organizations lacking this equilibrium face increased level of absenteeism, increased turn over trend, brain drain of the most precious asset and all these factors contribute to lower level of organizational performance. She further adds that work life balance creates a win-win situation in which employee as well as employer both are happy and achieve their respective goals.

Mathur et al, (2013) states that due to changes in the work environment, civil as well as public sector organizations are responding to these shifts in the market and have modified their culture and strategy to facilitate their workers. By doing so, individuals having families who are having dual responsibilities, would be able to fulfill their workplace as well as family/ personal responsibilities without making any compromises.

Burton (2004) describes "balance means that nothing is absolutely static, and unchanging routines cannot be rigid and unchangeable. These must be adaptable, which means you must have the flexibility to maintain a balance. We all need balance in our lives; the important issue is how to prioritize".

2.4.8 Working Environment

The work environment is used to describe as the environment or surroundings in which the employee is working. It can be physical conditions like temperature, equipment or work processes and procedures. It can be social interactions with other employees and the managers. It can also be associated with physical condition of the building in which the employees are working. So working environment can be sub divided in three major categories i.e. Organizational, Human and Technical environment.

According to (Lane, Esser, Holte, & Anne, 2010) factors at working environment like structure of the organization, salary, working hours, autonomy at work, communication level and nature between employees and managers have deep impacts on job satisfaction. Most of the workers are uncomfortable due to stern and humiliating behavior of their seniors. They also feel that they cannot express their innovative ideas. All these issues lead

to lower job satisfaction. Work and context are the two facets of working environment. Work means how the job is being done, what are different processes and procedures involve in completion of job, how much the employee has control over its work, does job provide boredom or have variety in it which creates attraction. All such factors related to work provide intrinsic motivation to employees. The other facet i.e. context is composed of conditions in which the work is being done. These conditions are physical as well as social (Skalli et al., 2008), (Sousa-Poza & Sousa-Poza, 2000), (Gazioglu & Tanselb, 2006). According to Spector (1997) working environment includes safety of environment, security, healthy relation with peers, recognition and involvement in making decisions. It is observed that mostly organizations does not pay due attention to above mentioned factors which results in the low satisfaction of the employees as the employee gets a feeling that the company does not consider them a part of the organization.

Stephen P. Robbins (2001) is of the view that working environment has great influence on job satisfaction of workers. According to Miller et al., (2001),only such an environment can deliver benefit to the employees, in which sense of belongingness prevails. The research conducted by Kabir and Parvin (2011) in the context of Pharmaceutical industry of Bangladesh also established the same understanding that working environment has very crucial role in establishing job satisfaction.

To understand the factors affecting the productivity and job satisfaction, a number of studies have been conducted which displayed positive impact of work environment on these variables (Buhai, Cottini, & Nielseny, 2008). According to Herzberg et al., (1959), working environment is one of the hygiene factors and according to theory; motivation factors cannot produce their impact on job satisfaction, if hygiene factors are not present. Therefore to achieve satisfaction, company must strive to create good working environment.

Baah and Amoako (2011) explained that employees find their worth in the nature of work, the recognition that they receive from employer to accomplish that work, the level of responsibility that employer grants them. All these factors enhance the level of motivation and satisfaction. The study conducted by Sell and Cleal (2011) showed a direct relation of social support at working place to job satisfaction. In the absence of proper work environment, even the enhancement in reward has no effect on job satisfaction.

The study by Castillo& Cano (2004) in the context of faculty of colleges indicated that interpersonal relations, supervision and recognition play important role in acquiring job satisfaction. The research conducted by Bakotic & Babic (2013) in the context of shipbuilding industry found that difficult working conditions result in dissatisfied employees. Therefore, if the company wants to enhance the job satisfaction, working conditions are required to improve which will further increase the productivity and performance of the employees. Chandrasekar (2011) describes that in present era, if organizations want to be productive then they need to enhance job satisfaction and this enhancement can be achieved by maintaining close interaction between employees and managers.

2.5   Variables of Study

Following are the two types of variables used in this study:

2.5.1   Dependent Variable

Dependent variable is the one which depends on the independent variables. Dependent variable is directly affected by any change in independent variables. For this study Job Satisfaction was dependent variable.

2.5.2   Independent Variables

There are a number of HRM practices which are being used by the organizations; however, due to limitation of time, following eight were selected:

- Recruitment & Selection

- Training & development

- Salary & benefits

- Performance Appraisals

- Rewards & Recognitions

- Career Growth Opportunities

- Work Environment

- Work Life Balance

2.6   Theoretical Framework

Following diagram explains the theoretical framework for this research:

Independent variables   *Dependent Variable*
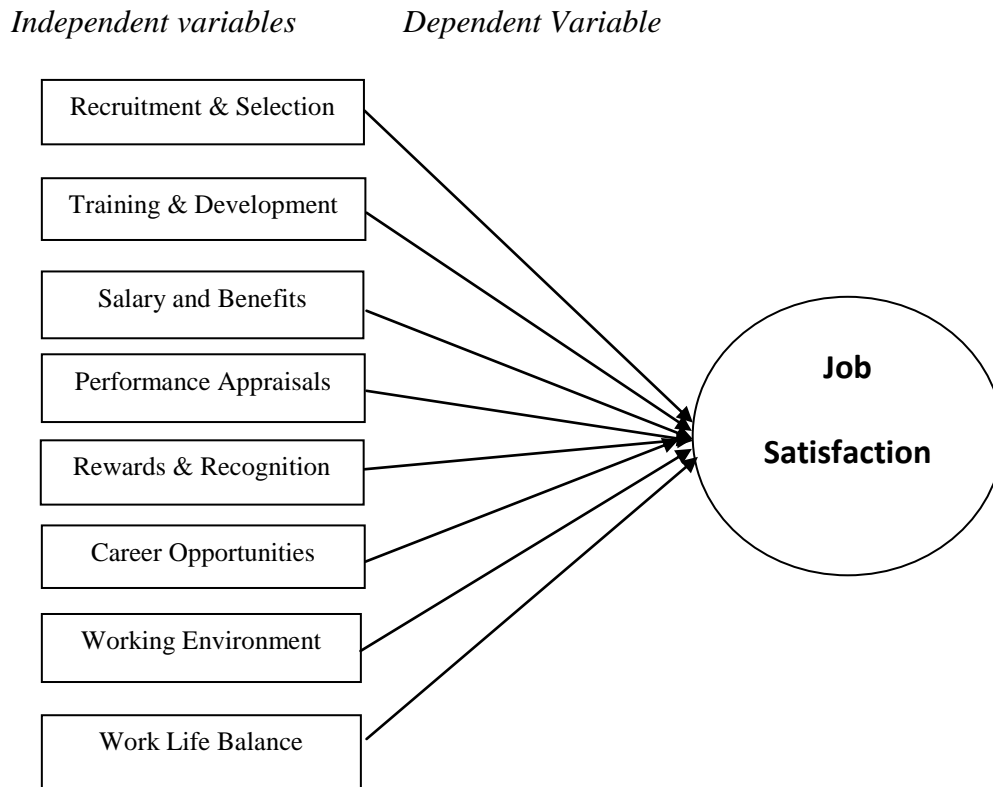
Figure 2.3 Theoretical framework of the study

2.7   Research Hypotheses

The Research hypotheses are based on the investigation of relationship between Job satisfaction i.e. dependent variable and selected HRM practices. Based on the theoretical and research literature, following hypothetical relationships between dependent and independent variables of this study were proposed:

Hypothesis 1

H_o1:   There is no relationship between Recruitment & Selection and job satisfaction

H_a1:   There is a positive relationship between Recruitment & Selection and job satisfaction.

Hypothesis 2

H_o2:   There is no relationship between Training & Development and job satisfaction.

H_a2:   There is a positive relationship between Training & Development and job satisfaction.

Hypothesis 3

H_o3:   There is no relationship between Performance Appraisal and job satisfaction

H_a3:   There is a positive relationship between Performance Appraisal and job satisfaction.

Hypothesis4

H_o4:   There is no relationship between Salary and benefits on job satisfaction.

H_a4:   There is a positive relationship between Salary and benefits and job satisfaction.

Hypothesis 5

H_o5:   There is no relationship between Rewards & Recognition and job satisfaction

H_a5:   There is a positive relationship between Rewards & Recognition and job satisfaction.

Hypothesis6

H_o6:   There is no relationship between Career Opportunities and job satisfaction.

H_a6:   There is a positive relationship between Career Opportunities and job satisfaction.

Hypothesis 7

H_o7:   There is no relationship between work environment and job satisfaction

H_a7:   There is a positive relationship between work environment and job satisfaction.

Hypothesis 8

H_o8:   There is no relationship between work life balance and job satisfaction

H_a8:   There is a positive relationship between work life balance and job satisfaction.

Chapter 3

Research Methodology

3.1 Type of Research

A great deal of studies has already been conducted on this topic in different industries, therefore, this research was explanatory in nature which further described the characteristics of population under study and explained the impacts of HRM practices on job satisfaction of project teams at automobile industry at Karachi.

3.2 Target Population

All supervisor/ managerial level employees of selected companies of Automobile industry at Karachi were targeted to carry out the research who are directly involved in different projects of the automotive industry. Total number of supervisors/ managers of target population comprises of around 360 belonging to Pak Suzuki, Honda and Toyota at Karachi, Pakistan.

3.3 Sample Size

All supervisor/ managerial level employees (i.e. 360) of 3 automobile companies were taken as sample and were approach for the purpose of data collection; however, responses of 151project managers/ supervisors were collected which are more than 46% of total population.

3.4 Sampling Technique

The participants of the population were selected on the basis of ease of access; therefore, technique of non-probability convenience sampling was used. Questionnaires, prepared on Likert scale, were distributed among the project teams of targeted companies.

3.5   Research Instrument

Job satisfaction of project teams was measured with the help of a well structured questionnaire, prepared on Likert scale. According to Haque and Taher, (2008) & Yu and Egri, (2005) data collection through this method is easier than other methods. According to Davidson, (1979) Likert scale questionnaire is an approach which is used worldwide. To support the primary data collected through questionnaire, various research journals and scholarly articles were also consulted and relevant data was quoted and used as secondary data.

3.6   Data Treatment

The collected data was treated on SPSS version 20, especially designed for social sciences researches. Regression and correlation tools were applied to carry out detailed analysis of the data so that the hypotheses are tested for their acceptance or rejection.

Chapter 4

Analysis

4.1   Test of Reliability – Cronbach's Alpha

Prior applying various tools like regression, correlation etc., data was tested by applying Cronbach's Alpha. Cronbach's Alpha is a statistical tool that is applied to test the reliability of scale. It determines the internal consistency of items used in the survey questionnaire. Its value ranges from 0 to 1. According to Cronbach, (1951), the value of 7 or more than that is acceptable or reliable as it shows consistency of items used in the questionnaire.

Table 4.1:   Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No of Items
.966	.966	39

The table 4.1 represents The Test of Reliability - Cronbach's alpha. The alpha coefficient for the 39 items is .966, suggesting that the research instrument has high internal consistency.

4.2   Respondents Demographics

Table 4.2:   Gender-wise Distribution of Respondents

		Freq (*f)*	%	Valid %	Cum percentage (C%)
Valid	Male	139	92	92	92
	Female	12	8	8	100
	Total	151	100.0	100.0	

The gender breakdown is represented through table 4.2. The representation of male respondents is 92% and representation of female respondents is 8%. It shows that male employees were proportionally far greater than female employees.

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Table 4.3:   Organization

		Freq (*f*)	%	Valid %	Cum percentage (C%)
Valid	Suzuki	70	46.4	46.4	46.4
	Honda	50	33.1	33.1	79.5
	Toyota	31	20.5	20.5	100
	Total	151	100.0	100.0	

Table 4.3 represents the respondent breakdown of chosen 3 automotive companies. Data collected from Suzuki, Honda and Toyota is 46.4%, 33.1% and 20.5% respectively.

Table 4.4:   Age Groups

		Freq (*f*)	%	Valid %	Cum percentage (C%)
Valid	22-30	64	42.4	42.4	42.4
	31-40	74	49	49	91.4
	Above 40	13	8.6	8.6	100
	Total	151	100	100	

Table 4.4 represents different age groups. The highest number of respondents falls in the age group of 31-40 i.e. 49%. Respondents between the age group 22-30 are42.4%.Only 8.6% of respondents are above 40 years of age.

Table 4.5:   Education

		Freq (*f*)	%	Valid %	Cum percentage (C%)
Valid	Under Graduate	6	4	4	4
	Graduate	35	23.2	23.2	27.2
	Masters	110	72.8	72.8	100
	Total	151	100.0	100.0	

Table 4.5 illustrates the education breakup of sample. The data shows that majority of the supervisors/ managers have completed their Master level studies i.e.72.8% while 23.2% of project teams have completed their Graduation. Only 4% are undergraduates.

4.3   Respondents Outcome of Independent Variable

Table 4.6 :   Respondents Outcome about Recruitment & Selection

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	D	28	18.5	18.5	18.5
Valid	N	50	33.1	33.1	51.7
	A	73	48.3	48.3	100.0
	Total	151	100.0	100.0	

The entries in the table 4.6 shows that out of 151 respondents, 48.3% agree that recruitment and selection practices are contributing towards job satisfaction.   However, a lot of respondents remained neutral (33%) and dissatisfied (18.5%).

Table 4.7:   Respondents Outcome about Training & Development

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	D	45	29.8	29.8	29.8
	N	41	27.2	27.2	57.0
Valid	A	49	32.5	32.5	89.4
	SA	16	10.6	10.6	100.0
	Total	151	100.0	100.0	

The entries in above table shows that 10.6% Strongly Agree & 32.5% of respondents Agree that Training & development practices are contributing towards job satisfaction, however 29.8% respondents are disagree and 27.2% remained neutral.

Table 4.8 : Respondents Outcome about Performance Appraisals

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	SD	25	16.6	16.6	16.6
	D	50	33.1	33.1	49.7
Valid	N	50	33.1	33.1	82.8
	A	26	17.2	17.2	100.0
	Total	151	100.0	100.0	

The entries in above table shows that out of 151 respondents16.6% strongly disagree and 33.1% disagree that performance appraisal system is according to their satisfaction. 33.1% respondent remained neutral in this regard. Only 17.2% agree that they are satisfied with performance evaluation and appraisal systems being practiced in the organization.

Table 4.9:   Respondents Outcome about Salary & Benefits

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	SD	48	31.8	31.8	31.8
	D	54	35.8	35.8	67.5
Valid	N	30	19.9	19.9	87.4
	A	18	11.9	11.9	99.3
	SA	1	.7	.7	100.0
	Total	151	100.0	100.0	

The entries in above table shows that out of 151 respondents31.8% strongly disagree and 35.8% Disagree that salary and benefits are according to their satisfaction. 20% respondent remained neutral in this regard. Only 12% showed satisfied with salary & benefit packages offered by the organizations.

Table 4.10: Respondents Outcome About Recognition & Rewards

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	SD	31	20.5	20.5	20.5
	D	53	35.1	35.1	55.6
Valid	N	34	22.5	22.5	78.1
	A	27	17.9	17.9	96.0
	SA	6	4.0	4.0	100.0
	Total	151	100.0	100.0	

The entries in above table shows that out of 151 respondents 20.5% strongly disagree and 35.1% disagree that they are satisfied with the recognition and reward plan of the organizations. 22.5% respondents remained neutral in this regard. Only 18% agree that the

policies and practices regarding providing recognition and rewards to the employees for their extra ordinary efforts provide satisfaction.

Table 4.11:   Respondents outcome about career growth opportunities

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	SD	32	21.2	21.2	21.2
	D	40	26.5	26.5	47.7
Valid	N	42	27.8	27.8	75.5
	A	37	24.5	24.5	100.0
	Total	151	100.0	100.0	

The entries in above table shows that out of 151 respondents21.2% strongly disagree and 26.5% disagree that they are satisfied with opportunities provided by their organizations for promotions and career growth. 27.8% remained neutral in this regard while and 24.5% agree. .

Table 4.12:   Respondents Outcome About Work Environment

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	SD	16	10.6	10.6	10.6
	D	44	29.1	29.1	39.7
Valid	N	45	29.8	29.8	69.5
	A	46	30.5	30.5	100.0
	Total	151	100.0	100.0	

The entries in above table shows that out of 151 respondents 10.6% strongly disagree and 29.1% disagree that they are satisfied with the working environment of the organizations. 29.8% respondents remained neutral in this regard. 30.5% agree that they are satisfied with working environment.

Table 4.13:   Respondents Outcome about Work-Life Balance

		Freq (*f*)	%	Valid %	Cum percentage (C%)
	SD	10	6.6	6.6	6.6
	D	38	25.2	25.2	31.8
Valid	N	46	30.5	30.5	62.3
	A	57	37.7	37.7	100.0
	Total	151	100.0	100.0	

The entries in above table shows that out of 151 respondents 6.6% strongly disagree and 25.2% disagree regarding the satisfaction with respect to work-life balance.   30.5% remained neutral in this regard and 37.7% agree that work life balance plan of organization is according to their satisfaction.

4.4   Output of Linear Regression Analysis

By utilizing SPSS, three tables of linear regression have been generated.

Table 4.14:Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.914[a]	.836	.827	.39529

Predictors: (Constant), Recruitment & Selection (RS), Training and Development (TD), Salary& Benefits (SB), Recognition & Rewards (RR), Performance Appraisals (PA), Career Growth Opportunities (CGO), Work Environment (WE) and Work-Life Balance (WLB).

The above table represents the values of R & R^2 (R square). The value of R displays simple correlation which is 0.914. This is the indication of high degree of correlation. The value of adjusted R^2 (R square column) represents how much total variation of dependent variable i.e. JS can be explained by 8 independent variables. In current study, approximately 83% variability in the research model can be explained by the variables i.e. RS, TD, SB, RR,

PA, CGO, WE and WLB included in the research model.   The rest of the percentage i.e.17% of variation is pertaining to other variables which are not part of this model.

Table 4.15   Application ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	113.000	8	14.125	90.397	.000[b]
	Residual	22.188	142	.156		
	Total	135.189	151			

a.   Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Recruitment & Selection, Training and Development, Salary& Benefits, Recognition & Rewards, Performance Appraisal, Career Growth Opportunities, Working Environment and Work Life Balance.

The ANOVA table shows that at what an extent the regression equation fits the data (i.e. predicts the dependent variable. i.e. JS).The "Sig" column in the Regression row indicates that dependent variable (JS) is significantly well. Here, p = 0.000, which is less than 0.05. This indicates that regression is statistically significant and predicts the outcome variable.

Table 4.16: Co-efficient Application:

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	-.139	.169		-.823	.412		
RS	.145	.084	.112	1.732	.085	.278	3.594
TD	.011	.070	.011	.153	.879	.243	4.116
PA	.088	.088	.087	.998	.320	.151	6.604
SB	.178	.049	.195	3.608	.000	.396	2.528
RR	.169	.060	.186	2.841	.005	.271	3.697
CGO	.341	.087	.343	3.902	.000	.150	6.669
WE	.409	.071	.441	5.767	.000	.198	5.059
WLB	.041	.055	.038	.755	.451	.463	2.162

r2:   0.836

Dependent Variable: JS

The Coefficients table provides us with the essential information to predict dependent variable from independent variable. As well as determines that whether independent variables are statistically significant to the model or not. Detailed discussion about values of each variable is given in ensuing paragraphs.

Recruitment & Selection

For every unit increase in this independent variable, the dependent variable (JS)will increase by 0.145 units. As the value of P is more than 0.05 which indicates that Recruitment and Selection practice is found to be having an insignificant effect on employees' job satisfaction.

Training and Development

For every unit increase in this independent variable, the dependent variable (JS) will increase by 0.011 units. As the value of P is more than 0.05, which indicates that Training and Development practices are found to be having an insignificant effect on employees' job satisfaction.

Performance Appraisal

For every unit increase in this independent variable, the dependent variable (JS) will increase by0.088 units. As the value of P is more than 0.05 which indicates that Performance Appraisal practices are found to be having an insignificant effect on employees' job satisfaction.

Salary and Benefits

For every unit increase in this independent variable, the dependent variable (JS) will increase by0.178 units. As the value of P is less than 0.05 which indicates that Salary and Benefits provided by the companies are found to be having significant effect on employees' job satisfaction.

Recognition & Rewards

For every unit increase in this independent variable, the dependent variable (JS) will increase by0.169 units. As value of P is less than 0.05, which indicates that Recognition

and Rewards practices adopted by company are found to be having significant effect on employees' job satisfaction.

Career Growth Opportunities

For every unit increase in this independent variable, the dependent variable (JS) will increase by0.341 units. As value of P is less than 0.05, which indicates that Career Growth Opportunities provided by the companies are found to be having significant effect on job satisfaction.

Work Environment

For every unit increase in this independent variable, the dependent variable (JS) will increase by0.409 units. As value of P is less than 0.05, which indicates that Work Environment provided by the companies is found to be having a significant effect on employees' job satisfaction.

Work-life Balance

For every unit increase in this independent variable, the dependent variable (JS) will increase by 0.041 units. As value of P is more than 0.05,which indicates that Work Life Balance provided by the companies is found to be having an insignificant effect on employees' job satisfaction.

4.4   Correlation Analysis

Correlation analysis was performed to find out the pair wise relationship between dependent variable i.e. Job Satisfaction (JS) and independent variables i.e. Recruitment and Selection (RS), Training and Development (TD), Performance Appraisal (PA), Salary and Benefit (SB), Career Growth Opportunities (CGO), Recognition and Reward (RR), Working Environment (WE), Work Life Balance (WLB) and the results are summarized in the table 4.17.

Table 4.17: Pearson correlation

		RS	TD	PA	SB	RR	CGO	WE	WLB	JS
RS	Pearson Correlation	1								
	Sig. (2-tailed)									
	N	151								
TD	Pearson Correlation	.703**	1							
	Sig. (2-tailed)	.000								
	N	151	151							
PA	Pearson Correlation	.664**	.617**	1						
	Sig. (2-tailed)	.000	.000							
	N	151	151	151						
SB	Pearson Correlation	.540**	.452**	.591**	1					
	Sig. (2-tailed)	.000	.000	.000						
	N	151	151	151	151					
RR	Pearson Correlation	.512**	.371**	.773**	.690**	1				
	Sig. (2-tailed)	.000	.000	.000	.000					
	N	151	151	151	151	151				
CGO	Pearson Correlation	.486**	.170*	.735**	.460**	.712**	1			
	Sig. (2-tailed)	.000	.037	.000	.000	.000				
	N	151	151	151	151	151	151			
WE	Pearson Correlation	.581**	.355**	.788**	.495**	.676**	.859**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000			
	N	151	151	151	151	151	151	151		
WLB	Pearson Correlation	.289**	.435**	.681**	.390**	.542**	.577**	.534**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		
	N	151	151	151	151	151	151	151	151	
JS	Pearson Correlation	.581**	.390**	.779**	.478**	.617**	.839**	.870**	.638**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	151	151	151	151	151	151	151	151	151

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 4.17 indicates the correlation between independent variables i.e. RS, TD, SB, PA, CGO, RR, WE & WLB and job satisfaction (JS). A significant relationship (at 1% level) has been found between these factors and job satisfaction, therefore alternate hypotheses of the study has been accepted. 'Recruitment & Selection' which is the first $r = .581$ at $P < 0.01$, which shows that every unit increase in RS, JS increase by .581 points. 'Training& Development' has the value of $r = .390$ and $P < 0.01$, which shows that with every unit increase in TD, JS increases by .390 points. 'Performance Appraisal' has value of $r = .779$ at $P < 0.01$, which shows that every unit increase in PA, JS increases with .799 points. 'Salary and Benefits' has value of $r = .478$ at $P < 0.01$ which shows with every unit increase in SB, JS increases by .478 points. 'Recognition & Reward' $r = .617$ at $P < 0.01$, which shows that with every unit increase in RR, JS increases by .617 points. 'Career Growth Opportunities' has value of $r = .839$ at $P < 0.01$, which shows that with every unit increase in CGO, JS increases by .839 points. 'Work Environment' has the value of $r = .870$ at $P < 0.01$, which shows that with every unit increase in WE, JS increases by.870 points. 'Work Life Balance' has value of $r = .638$ at $P < 0.01$, which shows that with every unit increase in WLF, JS increases by .638 points. It is evident that all the variables are having pair-wise positive relation with each other. The results have proved that there exists a significant positive correlation between all the factors mentioned as independent variables and project teams' job satisfaction thus all eight hypotheses have been accepted.

Chapter – 5

Discussion

This study was conducted on three automobile companies at Karachi. The investigation of the nature of relationship between selected HRM practices and Job satisfaction (JS) of the supervisor/ managerial level project teams was the aim of this study. To carry out this study, eight HRM practices were identified. These practices were in relevance with the research literature. A conceptual framework was made by using these selected HR practices. This framework links HRM practices to the Job Satisfaction. The data from supervisors/ managers of the selected companies was collected through questionnaire. Eight hypotheses were made which have been empirically tested on a sample of 151project team members by applying regression and correlation tools on SPSS. Some of the arguments and assumptions presented in the literature have been confirmed through the outcome of the study. It is identified through regression analysis that 83 % variation in the research model can be explained through variable which have been include in the current research model.

It has been discovered that selected HRM factors are in strong positive relationship with job satisfaction which means job satisfaction is the result of effective HRM practices. This result is consistent with Taseem & Soeters (2006), Ting (1997).Results also revealed that out of eight HRM practices which were considered for this study, only four appeared to be the predictor of project teams 'job satisfaction in the case of automobile sector at Karachi. These practices include salary & benefits, having T=3.608 & P=.000, recognition & rewards having T=2.841 & P=.005, working environment having T=5.767 & P=.000, and career growth opportunities having T=3.902 & P=.000.Although the rest of the practices of HRM used in research model i.e. recruitment & selection (RS), performance appraisal(PA), training & development (TD), and work life balance (WLB)also have strong positive correlation with jobs satisfaction (i.e. RR=.581**, TD=.390**, PA=.779** and WLB= .638**), however; having P > .05, their impact is insignificant.

Therefore, the study confirms that HRM practices have significant positive impact on project team job satisfaction. This result is consistent with Mudor & Tooksoon (2011).It is of interest to note that working environment is a factor which has the most significant impact on job satisfaction (i.e. T=5.767 & P=.000). This result is consistent without come

of the study conducted by Raziq & Maulabakhsh (2014) in the context of education, banking and telecommunication sector.

The second most significant factor found in the study is career growth opportunities which has positive relationship with job satisfaction and has significant impact (i.e. T=3.902 & P=.000)on Job Satisfaction. The research conducted by Neog, B.B., & Arthur, B. M. (2014).; Truss, C. (2001) also proves that working environment is one of the major determinants, having positive as well as significant effect on job satisfaction. Career Opportunities is a determinant which has considerable impact on job satisfaction. If the employee is provided with the enough career growth opportunities then he will be satisfied and in turn work with whole heartedly and deliver according to the desired level of competence.

Salary and Benefits is the third most significant factor having significant impact (i.e. T=3.608 & P=.000) on job satisfaction. The study conducted by Malik et al., (2012) also supports the results.   The research highlighted that due to unemployment and destabilization of economy, salary is considered as the major factor contributing towards job satisfaction. Salaries of team members vary according to the experience, qualification and level of expertise. Employees also get bonuses, medical facilities and insurance for self and children. Gratuity is also one of the most important benefits valued by the employee. Employees also get bonuses at the end of the year. All these incentives play important role producing job satisfaction.

The fourth significant factor is recognition & rewards having T=2.841 & P=.005. The results of this study revealed that this determinant is positively related to higher employee satisfaction. If the employees efforts are well recognized and rewarded then it will surely enhance the motivation level of the employees and increase the job satisfaction. The results of study conducted by Danish (2010) in the context of financial services, telecommunication, education, health manufacturing and other industries both from public and private sector of Pakistan also support the results of current study.

The remaining HR practices i.e. RS, TD, PA and WLB are having positive but insignificant impact on Job Satisfaction. As the study has been conducted in the context of job satisfaction of project teams, therefore, the results of the analysis are not surprising. According to PMBOK 6th Edition "A project is a temporary endeavor undertaken to create a unique product, service, or result. The temporary nature of projects indicates that a project

has a definite beginning and end. The end is reached when the project's objectives have been achieved or when the project is terminated because its objectives will not or cannot be met or when the need for the project no longer exists".

In the project environment, teams are made temporarily; therefore, personnel required for a specific project are acquired from different departments of the organization. In the absence of requisite expertise and skill level, outsourcing is also one of the options which is exercised in certain cases. Therefore, recruitment and selection cannot be a major factor in this background. Recruitment & selection is all about attracting and hiring right person for the right job. The transparency and efficiency of this system is not only in the benefit of the company but also provides satisfaction on the part of project teams. In this study, the selection of right person for the project related jobs is not being undertaken properly due to structural flaws of the organization.

As far as the training and development is concerned, it is the responsibility of an organization to train its employees so that they could fulfill the organizational goals. In the project setup, while the project activities are undergoing, no training is imparted to the personnel involved in different functions of projects. Rather, experts of all related domains are supposed to be the part of project team, which are required to complete the project activities while meeting all project constraints. After completion of the project, team members join their respective departments. It is responsibility of the organization to arrange training and development activities for its employees so that they become professionally sound and further grow in their career. Being responsible for the successful completion of a project, a project supervisor/ manager may encounter such team members who are not well trained and might have a negation influence on the project's progress. This might be the reason for dissatisfaction with respect to training and development. It is worth to mention here that organizations under study are weak matrix organizational structure in which the project leaders are having lower control over the selection of manpower with requisite level of skill set. He or she has to rely on the choice of departmental heads; that spare their employees for the project work. Normally these individuals have low competence level due not having adequate training that's why they are spared by their departments. This comparatively poorly trained staff does not create value to the project and instead of becoming an asset, becomes a liability for the project. It is further added here that although, training and development programs are in place in the organizations,

however, the well trained staff is not being provided to the managers resultantly, this factor is having insignificant impact on job satisfaction.

Performance Appraisal has strong correlation with job satisfaction; however, the impact of this determinant is not significant due to temporary nature of teams. Most of the projects are for short duration, moreover, appraisals of team members are being conducted by its parent department. Project mangers/ supervisors are also least interested in appraising such individuals who are working under their supervision for such short span of time. That is why performance appraisal is not having significant impact on JS of project team. The research conducted by Absar et al. (2010) also supported the findings of this study and indicated that at performance appraisal has positive relation with job satisfaction however its impact is comparatively low in comparison with other HR practices like compensation, training and development etc. The results are also consistent with Mumtaz et al. (2011).

Work life balance is the eighth factor which was considered for this study. During the last two decades the importance of work life balance has increased manifold. The job as well as family related responsibilities of managers has increased. Resultantly, managers have become over burden and it is not easy to maintain balance between work and family life now a days. Although this factor plays a dominant role in developed countries for determining Job Satisfaction, however, in the context of Pakistan this factor is not much considered. Most of the employees are from the poor background. Although, they have to work for longer durations of time; they even have to work on holidays to meet the deadlines, resulting in the creation of imbalance between work and family life. However, they willingly sacrifice their personal rights for the sake of better salary, recognition & rewards and to acquire career growth opportunities. The result is consistent with the findings of Shujaat et al., (2011).

Chapter 6

Conclusion, Recommendations and Suggestions

6.1   Conclusion

Detailed and threadbare analysis of data clarifies that independent variables selected for this study are having positive relationship with project teams' job satisfaction. However, it was found that out of eight, only four independent variables i.e. work environment, recognition and reward, salary & benefits and career growth opportunities have significant effect on Job Satisfaction. It means that concerning authorities of this sector are required to focus on these factors for getting desired results. The rest of the variables i.e. recruitment and selection, training and development, performance appraisal and work life balance have insignificant impact on Job Satisfaction. The insignificant impact of work life balance may be attributed to adverse economic and financial conditions being faced by the employees in Pakistan. While the insignificant impact of remaining three factors can be attributed to the project environment in which all the processes of recruitment & selection, training & development and performance appraisal are not carried out.

6.2   Recommendations

On the basis of weaknesses identified in analysis chapter, following measures are recommended to the automobile sector of Pakistan for improving HRM practices:

- Companies should survey the market and revise the salary package of project teams as per the latest rates so that employees satisfaction level be enhanced and rate of turnover be reduced.

- Companies must recognize the exceptional efforts of the team members and reward them accordingly so that satisfaction and motivation level of employee be enhanced.

- Companies should devise a transparent system of rewarding its best employees. The criteria to reward the employees should be clear and explicit so that employees should be induced to get these rewards.

- Companies should revise its career growth policy, make it more transparent and provide more chances to the employees for career growth.

- Working environment of the organization needs major changes, companies should focus on it. There is a dire need to enhance peer to peer and employee to management level relations.

- Companies should provide requisite equipment and facilities to the employees so that they could be able to perform their jobs with a sense of satisfaction.

- There should be a strong matrix structure of the organizations under study so that project managers/ supervisor have full control over the project related staff. This positive control over employees would be helpful in appraising their performance and providing appropriate training for successful completion of project and to complete career milestone of employees.

- Companies in this sector must ensure that employees are facilitated in creating a balance between workplace and family life. It will in turn create better employee-employer relationship and enhance job satisfaction.

- Companies should provide regular training to the employees involved in different projects and arrange OJTs, abroad courses, workshops etc. so that they could be able to fulfill the projects' requirement and be able to meet the expectations of project managers.

- Keeping in view the sensitivity and nature of projects, performance appraisals should be conducted on short intervals and project managers'/ supervisors' remarks about the employee must be given due consideration.

- Companies should review their recruitment and selection policy/ practices and should hire the best human resource in the market. Besides this companies must provide well trained staff to the project managers so that they can create value to assigned tasks.

6.3   Suggestions for Further Research

Due to scarcity of time and resources, only eight human resource management practices/ factors were considered for this study. Future studies in the field of automobile sector may consider other HRM practices so that their impact may also be analyzed. Moreover, only three companies were focused. It is suggested that future studies be conducted with more number of companies so that the results of the research be easy to generalize. This research was conducted to measure the job satisfaction of project managers and supervisors; future researches may be conducted to analyze the job satisfaction of lower level staff. A similar research may be undertaken for other industries also. The research model prepared for this research may be tested in other industries. Due to complexities involved in project management environment, it is suggested that future researchers take a similar topic in their research as a case study. By doing so, detailed data regarding each and every aspect of subject matter would be obtained and all the issues could be discussed in detail which will bring out more precise and exact solution of the underlying issue.

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Research Survey Questionnaire
Automobile Industry

I am a student of **Bahria University Karachi Campus** and as a part of my MS (PM) curriculum I am conducting a research for academic purposes. The data collected shall not be disclosed to any unauthorized person. Kindly answer following questions; your cooperation will be highly appreciated.

Respondents' Profile:

Gender   **:**☐ Male   ☐ Female
Age group: :☐20- 30   ☐31-40   ☐>40
Education   :☐UG   ☐ Graduate   ☐ Master ☐Ph.D.
Rank/Designation: :☐Unskilled worker☐ Skilled worker ☐ Supervisor ☐Manager.
Tenure (years)   :☐ 0 - 5   ☐ 6-10   ☐11 – 20 ☐> 20
Organization Name   :_____

Instructions

a. *Please fill-out the questionnaire and kindly **check** ☑the appropriate box where it deems necessary.*
b. *Choices are defined as: (1) Strongly Disagree (SD), (2)Disagree (DA), (3) Neutral (N),(4) Agree (A),(5) Strongly Agree (SA)*

Question Statements	SD (1)	D (2)	N (3)	A (4)	SA (5)
Recruitment and Selection					
1. Organization has fair system of recruitment and selection					
2. Organization provides equal employment opportunity to all.					
3. Organization uses modern processes of recruitment &selection					
4. Employees get the opportunities of internal hiring.					
5. Employees are satisfied with the overall hiring process.					
Training and Development					
6. Training need assessment is conducted before planning a training program.					
7. Organization provides good opportunity to improve professional skills.					
8. Employees are satisfied with quality of training.					
9. Training is evaluated to identify any weaknesses.					
10. Training and Developments program are helpful to achieve personal growth					
Performance Appraisal					
11. Performance appraisal criteria is well defined and well communicated to the employees.					
12. Organization has a standardized, effective and unbiased appraisal system.					
13. Employees receive regular performance reviews					

14. Performance appraisal is used as a tool to develop and motivate employees.					
15. Performance appraisal system is effective in promoting quality work.					
Salary and Benefits					
16. Organization's pay and benefit plan is competitive with others in the industry.					
17. Salary and benefits offered by the organization meet the needs of employees.					
18. Organization's pay policy helps in attracting and retaining high performing employees.					
19. Organization offers flexible benefits to the employees.					
Rewards & Recognition					
20. Rewards system is viewed by the employees as fair and unbiased.					
21. Organization provides a variety of flexible rewards.					
22. Employees receive recognition whenever they perform above the expectations.					
23. Employees are rewarded on merit, through performance appraisal system.					
24. Employees are satisfied with organizational rewards system.					
Career Growth Opportunities					
25. Managers help employees in pursuing right career path.					
26. Organization has well thought out plans for career progression of their employees.					
27. Employees are provided required support in their career planning/management.					
28. Employees are educated about their suitability for specific career.					
Working Environment					
29. Employees are treated with respect and honor.					
30. Managers provide guidance and timely performance feedback to their employees.					
31. Work environment is pleasant and calm					
32. Employees are encouraged for taking initiative.					
Work- Life Balance					
33. Organization provides flexi time option to employees.					
34. Organization conducts awareness programs on maintaining a balance between work life and private life.					
35. Employees are overall satisfied with the work-life balance plan of the organization.					
Job Satisfaction					
36. Employees feel purpose in the job.					
37. Employees are supported by the managers at workplace.					
38. Workplace is a source of fulfillment.					
39. Employees are given autonomy and empowerment at workplace.					