



# **IMPACT OF HRM PRACTICES ON JOB SATISFACTION OF EMPLOYEES IN MOBILINK**

A Thesis submitted to Department of Management Sciences  
in part fulfilment of the requirement for the MBA degree

**Student Name: QURAT UL AIN SAEED**  
**Student ID: 13021**  
**JULY, 2014**

**Bahria University, Karachi Campus**

**MBA DEGREE THESIS SUBMISSION FORM  
BAHRIA UNIVERSITY, KARACHI CAMPUS**

I Qurat ul ain saeed Registration No. 13021 submit 2

bound copies of thesis titled:

Impact of HRM practices on Job satisfaction of employees in  
MOBILINK in the management science department as part of fulfillment of the MBA  
degree requirement.

Candidate Signature:  Date: 16-07-2014

---

**Certificate of Supervisor**

I ISHTEAQ AHMED being the Supervisor of the above student, certify that the research work of the student has been completed to my satisfaction and that the thesis is in a Qformat recognized by the department and is in accordance with the rules of the University. The thesis is appropriate for examination.

Signature:  Date: 12-08-2014

---

## **ABSTRACT**

### **Purpose**

The purpose of the research is to develop an understanding of the relationship between HRM practices and job satisfaction and to examine its impact on the employees. Furthermore the study will also evaluate the need and importance of HR practices in the organization and how HR practices functions in Mobilink. Many researchers have suggested that successful management of human resources requires a proper human resource management system and in order to develop a firm human resource management system, the organization must have effective human resource practices.

### **Sample/ Methodology**

The data collected was entirely based on the employee's perception about the above mentioned human resource practices and its impact through a structured and well thought out questionnaire filled out by 150 respondents. To analyze data, correlation tests were applied. The sampling technique chosen is convenience sampling.

### **Findings**

The findings and results of the study revealed that the human resource practices have a great impact on employee's satisfaction level and a major predictor of employee's devotion, loyalty and retention for the organization. All the five major practices have proved to have a positive relationship with job satisfaction.

### **Practical implications**

Research on the effectiveness of human resources practices like recruitment and selection, training and development, advancement or promotional opportunities compensation, performance appraisal and its entire impact on the employees working in Mobilink would be helpful to the manager to review their practices and make necessary improvements to increase the job satisfaction level as well as organizational commitment.

*Key words:* Job satisfaction, HRM, HR

## TABLE OF CONTENT

S.NO	TITLE	PAGE
I	Declaration of Authentication	iii
II	Certificate of Originality	iii
III	Copyright	iv
IV	Abstract	v
V	Table of Content	vi
VI	Tables and Figures	viii
VII	Abbreviations	ix
<b>1</b>	<b>Chapter # 1: Introduction</b>	<b>1</b>
1.1	Introduction	1
1.2	Research problem	2
1.3	Purpose of the Study	2
1.4	Research objective	3
1.5	Limitations of the study	3
1.6	Significance of the study	3
1.7	Scope of the study	4
<b>2</b>	<b>Chapter # 2: Literature review</b>	<b>5</b>
2.1	Introduction	5
2.2	Human Resource Management	5
2.3	HR practices	5
2.4	Job satisfaction	6
2.5	Types of HR practices and job satisfaction	7
2.5.1	Recruitment and selection	7
2.5.2	Training and development	8
2.5.3	Compensation and reward	9
2.5.4	Advancement opportunity/promotion practice	11
2.5.5	Performance Appraisal	11
2.6	The impact of HRM practices on job satisfaction	13
2.7	Theoretical framework of the research	14
<b>3</b>	<b>Chapter # 3: Methodology</b>	<b>15</b>
3.1	Methodology	15
3.2	Research approach	15
3.3	Research strategy	16
3.4	Research Design	16
3.5	Data collection and Sampling	17
3.5.1	Primary data collection	17
3.5.2	Secondary data collection	18
3.6	Hypotheses	18

<b>S.NO</b>	<b>TITLE</b>	<b>PAGE</b>
<b>4</b>	<b>Chapter # 4: Findings and Analysis</b>	<b>19</b>
4.1	Introduction	19
4.2	Case Company	19
4.3	HR practices at Mobilink	19
4.3.1	Recruitment and Selection Process at Mobilink	19
4.3.2	Training and Development Process at Mobilink	20
4.3.3	Compensation and Reward system at Mobilink	22
4.3.4	Advancement and Promotion Opportunity Practice at Mobilink	23
4.3.5	Performance Appraisal Practice at Mobilink	24
4.4	Questionnaire Analysis	25
4.4.1	Gender Statistics	25
4.4.2	Recruitment and Selection Statements	26
4.4.3	Training and Development Statements	27
4.4.4	Compensation and Reward system Statements	28
4.4.5	Advancement and Promotion Opportunity Statements	29
4.4.6	Performance Appraisal Practice Statements	30
4.4.7	Job Satisfaction Statements	31
4.5	Summary of Questionnaire Analysis	32
4.6	Hypotheses Testing	33
4.6.1	Hypothesis 1	33
4.6.2	Hypothesis 2	34
4.6.3	Hypothesis 3	35
4.6.4	Hypothesis 4	36
4.6.5	Hypothesis 5	37
4.7	Summary of Hypotheses Testing	37
<b>5</b>	<b>Chapter # 5: Conclusion &amp; Recommendations</b>	<b>38</b>
5.1	Conclusion	38
5.2	Result of Research work	38
5.3	Practical Implications	39
5.4	Further Research Suggestions	39
5.5	Recommendations	40
<b>6</b>	<b>Bibliography</b>	<b>42</b>
<b>7</b>	<b>Appendix A: Sample Questionnaire</b>	<b>47</b>