

Impact of Human Resources Practices on Job satisfaction of Women Employees from Manufacturing Industries: Strategic Initiatives of Tiruvannamalai District

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Abstract— This study aims at exploring the impact of HR practices on job satisfaction of women employee in the context of Tiruvannamalai district. A total of 60 responses from various manufacturing firms were collected and analyzed objectively. It was found that HR practices have significant association with job satisfaction of women employee. In addition, human resource planning and training and development were found to have positive impact on job satisfaction of women employee. Academicians, researchers, policy-makers, practitioners, students, local and foreign entrepreneurs of Tiruvannamalai district and other similar district could benefit from this paper by exploring the association between HR practices and job satisfaction of women Employees.

Keywords— *Job satisfaction, Women employee, HR practices, manufacturing firms*

1. Introduction

The importance of job satisfaction is fairly evident from description of the importance of maintaining morale in the industry. If a worker is not satisfied with his work, then both the quantity and quality of his output will suffer. If her job satisfaction increases then there is an improvement in both the quality and quantity of production. Organizations in which the workers are satisfied with their work are also characterized by a high morale. The following things are generally important of creating job satisfaction. It is desirable that complaints of the workers are heard patiently and the problems be solved as far as possible organizations, in which the worker's demands are not heeded suffer because the workers lose confidence in the management and become frustrated. This study has been conducted to fill the existing research gap and to explore the relationship between HR practices and job satisfaction in the context of Tiruvannamalai district. This study would augment the contemporary research and practice of human resource practice. Furthermore, it would also be useful for the developed countries as they find developing countries as attractive places for investment due to their large markets, and cheap and skilled workforces (Budhwar and Debrah 2001).

2. Elucidation of Job Satisfaction

Greenberg and Baron (1999:170) defined job satisfaction as "an individual's reaction to their job". This reaction they categorized as cognitive, affective and evaluative. Smith, Kendall and Hulin (1969) defined job satisfaction as the feelings a worker has about his job, with different feelings attached to different aspects of the job. They saw it as a function of the perceived characteristics of the job relative to an individual's frame of reference (internal standard(s) used in making an evaluation). Smith et al (1969) offered that these internal standard(s) are related to:

- An individual's prior experience
- An individual's set / predilection for making a given response
- Expectations
- Threshold for change in a given stimulus dimension

Kreitner, et al (1999:197) described job satisfaction as "an affective / emotional response towards various facets of one's job". It is an individual's degree of positive attitudes towards their current job, as an individual could be satisfied with one aspect but dissatisfied with another. Job satisfaction is, therefore, not a unitary concept that can be explained by a single factor, but rather a multi-faceted concept that is defined by a number of factors. Additionally, alternatives available to an individual influence his / her total evaluation of the job and must increase / decrease the extent to which various aspects of the situation contribute to total satisfaction (Smith, et al, 1969).

3. Importance of Job Satisfaction

Job Dissatisfaction is revealed by a number of factors. Bargraim, Potgieter, Schultz, Viede and Werner (2003) offered that when employees are dissatisfied, they display the following responses, amongst others:

- Exit: Terminating the contract of employment with the current employer or actively seeking alternative employment by applying for a job.
- Voice: Employees unhappy about their jobs may put forward alternative suggestions or demand attention

to their work problems. To this end, employees have been known to toyi-toyi in South Africa.

- Loyalty: A state of inactivity may be shown by dissatisfied employees. They would, however, remain positive to resolution of problems encountered.
- Neglect: Intentionally letting the work conditions deteriorate without taking the necessary steps to rectify, absenteeism, less effort and making more mistakes.

Nel, et al (2003) mention that current research has not found a direct relationship between job satisfaction and performance, but a general agreement exists that job satisfaction influences absenteeism, turnover, commitment and loyalty.

Ross and Zander's (1957) study of need satisfactions and turnover found that a degree to which an employee's needs are supplied by their company has a significant direct relationship to their continued employment in that company. Those needs were as follows, in order of importance:

- Need for recognition.
- Need for autonomy.
- Need for doing important work.
- Need for evaluation by fair standards.

They concluded that workers whose needs were satisfied on the job were more likely to maintain their employ with their company.

Alavi and Askaripur (2003) offered the following reasons highlighting the importance of job satisfaction:

- Dissatisfied employees leave the organization,
- Satisfied employees enjoy better health and increased life expectancy,
- Job satisfaction effects on the employee cross over into the individual's private life.

Lawler (1994) suggests that organizational effectiveness can be influenced by job satisfaction since it is related to absenteeism and turnover. It therefore makes good business sense for organizations to be concerned with job satisfaction.

4. Theories of Job Satisfaction

Lawler (1994) identified four approaches in the theoretical work on satisfaction; viz. 1. Fulfillment Theory: this theory proposes that employees will be satisfied in a direct proportion to the extent to which their needs are satisfied (Schafer, 1953). That people's satisfaction is a function of how much they receive and of how much they feel they should and / or want to receive (Locke, 1969).

Discrepancy theory: states that dissatisfaction is determined by the difference between the actual outcome and either the felt or the expected outcome. The bigger the discrepancy the bigger the dissatisfaction (Porter, 1961).

Equity theory: Adams (1965) argued that satisfaction is determined by a person's perceived equity, which is determined by his / her input / outcome balance compared

to some other's perceived input / output balance. Two-factor theory: Herzberg, et al's (1959) study revealed that satisfaction and dissatisfaction do not exist in a continuum running from satisfaction to neutral to dissatisfaction, but rather in two independent continua; satisfied to neutral and dissatisfied to neutral.

5. Elements of Job Satisfaction

Nel et al (2001) propose 2 main groups of factors that contribute to job satisfaction, viz. Personal and Organizational Factors. Organizational factors are the following:

Work: employees prefer interesting and challenging tasks that provide opportunities for self-actualization and recognition. For employees to execute their tasks efficiently, they need training and development, which serve to enable the employer to reach its HR targets, not forgetting that these two are of mutual interest to the employer and the employee.

Pay: the remuneration employees receive is perceived as an indication of their worth to the organization after evaluating their input and peer's input against their pay. Luthans (2002a) concurred and offered that money is more persuasive than fringe benefits seeing that it encourages employees to perform better than is expected of them.

Promotion: opportunities for promotion are seen to be key in determining job satisfaction. Employees' perception of the existence of the ability to self-actualize in the organization through getting a better job and the perception of that being applied fairly contribute towards job satisfaction. It therefore stands to reason that an objective performance measurement system needs to be in place and applied fairly because, according to Luthans (2002a), promotions usually occur when employees are appraised and remunerated for the efforts they have contributed to the organization.

Supervision: the amount of technical and social support extended by the supervisor to the employee influences job satisfaction. Supervisors direct the activities of employees by planning, leading, organizing and controlling the organization's resources (Davis & Newstrom 2002). By being open to employees' suggestions relative to their jobs and letting their inputs form part of the decisions that affect their jobs, they play an important role in employees' job satisfaction (Nel, et al, 2001).

5.1 Role of Human Resource Practices to Improve Job Satisfaction

Various practices to improve job satisfaction are as follows:

Set new challenges for your employees: If you reveal that an employee stuck in a job because of lack of education or a downturn in the economy, it doesn't mean

his or her work has become drudgery. With a little imagination, he can create new challenges and make the best of the job he have. Here are some ideas for helping him/her in this situation:

5.1.1 *Improve Job Skills*

Let employee imagining himself/herself in dream job, employee might envision himself as an excellent project manager a confident communicator and a highly organized person.

5.1.2 *Let Employee To Develop His / Her Own Project*

Employee can take on a project that can motivate him and give him a sense of control. Start small, such as organizing a work-related celebration, before moving on to larger goals.

5.1.3 *Let Employee To Mentor A Co-Worker*

Once an employee mastered a job, he may find it becoming routine. Helping a new co-worker or an intern advance his or her skills can restore the challenge and the satisfaction he or she desire.

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advance his or her skills can restore the challenge and the satisfaction he or she desire.

5.3 *Match Employee Abilities With Responsibilities:*

If employ his responsibilities, job becomes boring. Following are some suggestions:

Break up the Monotony: Take advantage of the work breaks. Read, listen to music and go for a walk. Even write a mail.

Cross-Training: If the work consist of repetitive tasks, such as entering data or working on an assembly line talk with the boss about training for a different task to fight boredom.

Volunteer for Something Different: If an employee hears that his company is launching a new project, he can volunteer for the work team.

Growth Opportunities: Providing employees better growth opportunities is very important as far as understanding their abilities is concerned.

Keep Your Employees Always Positive: Inculcate positive thinking in your employees to reframe their thought process about their job. Changing your attitude about work won't necessarily happen overnight or increase the job satisfaction overnight. Following are some techniques:

Stop Negative Thoughts: Pay attention to the messages an employee give himself. When he catches himself thinking his job is terrible, stop the thought in its tracks.

Put Things In Perspective: Remember everyone encounters good days and bad days on the job.

Look for the Silver Lining: "Reframing" can help an employee find the good in a bad situation. For example, employee receives a less than perfect performance appraisal and his boss warns him to improve or move to another job. Instead of taking it personally or looking for another job right away, look for the silver lining. Depending on where he work, the silver lining may be attending continuing education classes or working closely with a performance coach and having the satisfaction of showing the boss that you're capable of change.

Learn From Your Mistakes: Failure is one of the greatest learning tools, but many people let failure defeat them. When an employee makes a mistake at work, let him learn arning tools, but many people let failure defeat them. When an employee makes a mistake at work, let him learn from it and ensure that he or she might not try that again

5.4 *Energize Employees: The Power Of Recognition*

There is more than enough research to show people are more motivated by recognition than money. Especially the young blood (generation) with lower experience as they are already very energetic and dynamic. Cultivating and motivating them through "Recognition" enhance their job satisfaction reducing attrition rate. Recognition can be

provided by the following means: Increasing their roles and participation.

- Providing appropriate Designations.
- Involving them in decision making process.
- Empathize with employees.
- Providing Succession and career planning opportunities.

5.5 Inspire Employees: Reward Systems

The greatest management principle is that the things that get rewarded get done fast.

5.5.1 Empowering the People around Us

The three general rules for a boss empowering the people around are appreciation, approval, and attention. Boss has to voice his thanks and gratitude to others on every occasion. He must praise them for every accomplishment & pay close attention to them when they talk and want to interact with their boss. These three behaviors alone will make a boss a master of human interaction and will greatly empower the people around him.

5.5.2 To Know How Satisfied the Employees Are

How satisfied are our employees with their jobs and the company? One should be asking this question quite often. For the reason, that a worker who is not satisfied with his job would not only be looking for a new job, he or she will also be uninterested in performing at their full potential and they will transfer this negativity into their fellow workers and one will be left with a workforce where majority of the workers is discontent with their jobs. Job satisfaction is a product of many elements, some of the important ones are remuneration package, workforce environment, management style and the nature of the duties assigned.

5.5.3 Proper Management Style

The relationship between the manager and subordinates is a very critical one, if the managers or supervisors are disrespectful or unconcerned about their subordinate's emotions the job satisfaction level is always going to be low, no matter what the other instrumental factors are. Nobody likes discriminatory treatment, insulting remarks or overly authoritative behavior. Employees should feel at ease in the workplace, therefore the supervision should not unnecessarily break the comfort level.

6. Conducive

6.1 Workforce Environment And Health Issues

Bad working conditions include bad lighting, insufficient ventilation, hot temperatures or any other kind of health priority basis without waiting for someone coming up with complains. In addition to the physical safety, working environment should also be able to provide mental peace. Issues like overly aggressive supervisors, passionate co-workers or impractical work targets can spoil the peace of mind.

6.2 A Good Salary Package Can Cancel Out Various Minor Issues

Probably the most influential factor in job satisfaction is the remuneration one gets for his job, a reasonable pay will compensate for many hitches, for example work overload, overtime or even a stressful job. Job satisfaction is directly related to remuneration packages and dissatisfaction mostly come up when a worker feels that he is not being appropriately compensated for the work he is doing for the company.

6.3 Exploring Economic Condition Of Employees

HR person should explore the economic conditions and priorities of every employee through proper communication channel so that the increments and other financial rewards should meet the employees expectations. Though tackling this issue is quite subjective in nature but even then employees having severe financial needs will be served on priority basis as compared to other employees, keeping other employees in confidence. This boosts the employee overall job satisfaction and became more productive for an organization.

6.4 Job Satisfaction through Job Enrichment

One of the key factors in good job design is job enrichment, most notably promoted by psychologist Frederick Herzberg .He focused on the practice of enhancing individual jobs to make the responsibilities more rewarding and inspiring for the people who do them. Job enrichment expands the task set that someone performs. More stimulating and interesting work is provided that adds variety and challenge to an employee's daily routine. This increases the depth of the job and allows people to have more control over their work. Job enrichment addresses these factors by enhancing the job's core dimensions and increasing people's sense of fulfillment.

6.5 Designing Jobs That Motivate

There are five factors of job design that typically contribute to people's enjoyment of a job which leads to job satisfaction:

Skill Variety: Increasing the number of skills that individuals use while performing work.

Task Identity: Enabling people to perform a job from start to finish.

Task Significance: Providing work that has a direct impact on the organization or its stakeholders.

Autonomy: Increasing the degree of decision making, and the freedom to choose how and when work is done.

Feedback: Increasing the amount of recognition for doing a job well, and communicate the results of people's work.

6.6 Work Life Balance

This is an emerging issue all across organizations as it is very essential aspect for every employee, especially females to balance their personal and professional lives. Research indicated that one of the important factors is tight, hectic and rigorous work schedules which adversely affect the employees satisfaction level, lead to high attrition rate in organizations. Facilities like Flexible working hours and work from home may results in better work life balance thus enhancing the overall job satisfaction.

7. Review of Literature

7.1 HR Practices

HR Practices are linked with the management of human resources, activities necessary for staffing the organization and sustaining high employee performance (Mahmood, 2004). The most common HR Practices are recruitment, selection, training and development, compensation, rewards and recognition (Yeganeh & Su, 2008). Six HR practices selective hiring, compensation policy, rewards, recognition, training and development and information sharing have been studied with relation to employee job satisfaction (Dessler, 2007). The present study examines the relationship between the HR Practices i.e training and development, rewards, recognition and women employee job satisfaction.

7.2 Job Satisfaction

Job satisfaction means what are the feelings of different employees about the different dimensions of their jobs (Robbins, 2003). The level of satisfaction and dissatisfaction is another aspect which is related to employee job satisfaction (Spector, 1997). Job satisfaction may be the general behavior emerged due to different happenings at the work place; it may be supervisor's behavior, relationship with peers or the work environment (Janet, 1987). Various factors such as an employee needs and desires, social relationships, job design, compensation, developmental opportunities and aspects of work-life balance are ijobr.com considered to be some of the key factors of job satisfaction (Byars & Rue, 1997;

Moorhead & Griffin, 1999). According to (Robbins 1999), a satisfied workforce can increase organizational productivity through less distraction caused by absenteeism or turnover, few incidences of destructive behavior, and low medical costs.

7.3 Objectives

The main purpose of the study was to identify the impact of HR practices on job satisfaction of women employee. In order to materialize this objective, the following specific objectives were considered:

- ❖ To address the association between HR practices and job satisfaction;
- ❖ To identify the impact of HR practices on job satisfaction;
- ❖ To examine the level of job satisfaction of women employee of women
- ❖ To suggest some measures in order to enhance the HR practices of the selected industrial enterprises.

8. Research Methodology

The study is confined to Tiruvannamalai district. The data has been collected using Random Sampling Method, wherein the researcher collected the questionnaire from women of various Manufacturing Industries in and around Tiruvannamalai district.

9. Research Design

Fundamental to the success of any formal research project is sound research design. The function of a research design is to ensure that the required data are collected and they are collected accurately and economically. A research design is purely and simply the frame work or plan for a study that guides the collection and analysis of data.

9.1 Types of Research Design

The Design used for this study is exploratory in nature. The various factors that contributed towards Training and Development were explored by this researcher.

9.1.1 Designing of Questionnaire

Questionnaire is a standardized form for collecting information to elicit desired data from the respondents. A questionnaire consists of a set of questions presented to a responded for her answers.

The questionnaire prepared in this study was mainly aimed at personal interview and was contained closed-ended, multi-choice questions, dichotomous questions and also checklists.

9.1.2 Pretesting the Questionnaire

Before the questionnaire was ready, it was pre tested under the field conditions. Pre-tests are made by personnel interview. The number of interview in the pre-test was with 30 respondents. During pre testing wording of some questions was improved to make it more understandable to the respondents. Some questions were eliminated from the questionnaire and new questions we added on the basis of the response of the respondents.

9.2 Limitations of the Study

Even though the survey was conducted among the women employees of Manufacturing Industries in Tiruvannamalai district, it may not reflect the real opinion of the all the women employees.

Because of time constraints, the sample size is restricted to 60, which may not reflect the opinion of the entire women employee group.

The samples may behave or give opinions differently at different times because of their psychological temperament. This will affect the survey.

9.3 Data Sources and Instrumentation

The study was compiled with the help of primary data and secondary data. Primary data was collected through direct personal interview by means of the questionnaire. A total of 60 women employees (i.e., three employees were selected from every manufacturing firm) responded through the questionnaire. Moreover, the desk study covered various published and unpublished materials on the subject. The questionnaire was administered to women employees of various manufacturing firms in Tiruvannamalai district. A five points rating scales of questionnaire from strongly disagree (1) to strongly agree (5) were adopted to measure the variables of HR Practices. Job satisfaction of women employee among women employee was measured by a one-item questionnaire on five-point Likert scale [where disagree (1) to strongly agree (5)], this is the single global rating approach (Davidson,1979) as it is believed to be an easier approach to collect data (Haque and Taher,2008; Yu and Egri,2005).

9.4 Reliability and Validity

Before applying statistical tools, testing of the reliability of the scale is very much important as it shows the extent to which a scale produces consistent result if measurements were made repeatedly. This is done by determining the association in between scores obtained from different administrations of the scales. If the association is high, the scale yields consistent results, thus it is reliable. Cronbach's alpha is the most widely used

method. It may be mentioned that its value varies from 0 to 1 but the satisfactory value is required to be more than 0.6 for the scale to be reliable (Malhotra, 2000; Cronbach, 1951). In the present study, we, therefore, used Cronbach's alpha scale as a measure of reliability.

Table 1: Reliability value of the Scale

Scale	No. of Items	Cronbach's Alpha (α)
1. HR Planning	5	.796
2. Recruitment & Selection	8	.760
3. Training & Development	5	.786
4. Performance Appraisal	3	.620
5. Compensation	5	.954
6. Industrial Relations	5	.833
7. Job Satisfaction	1	-

Source: Survey data

From the Table-1, it is seen that the reliability value was estimated to be $\alpha=0.620-0.954$ between the scale. If we compare our reliability value with the standard value alpha of 0.6 advocated by Cronbach (1951), Nunnally & Bernstein (1994); and Bagozzi & Yi's (1988) we find that the scales used by us are highly reliable for data analysis. Validation procedures involved initial consultation of the questionnaires. The experts also judged the face and content validity of the questionnaires as adequate. Hence, researchers satisfied the content and construct validity.

10. Data Analysis and Findings

In the present study, we analysed our data by enter wise method in a multiple regression analysis. In this context, a multiple regression was performed, by making use of all the discrete variables (i.e., dependent and independent variables) available in the dataset. The estimation process was based on Ordinary Least Squares (OLS) [i.e., $Y = a + bx$]. For this purpose, we consider the following model specifications, by taking as dependent variable i.e., job satisfaction of women employee (JSWE) by making HR practices as independent variables:

$$JSWE = \beta_0 + \beta_1(HRP) + \beta_2(RNS) + \beta_3(TND) + \beta_4(PA) + \beta_5(COM) + \beta_6(IR) + e \dots \dots \text{Model (1)}$$

where: $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ and β_6 are the regression coefficient;

JSWE: Job Satisfaction of women Employee;

HRP: Human Resource Planning;

RNS: Recruitment and Selection;

TND: Training and Development;

PA: Performance Appraisal;

COM: Compensation;

IR: Industrial Relations;

e: error term.

To test how well the mode-1 fit the data and findings, correlation (r), R, R² (Coefficient of determination), variance, analysis of variance (ANOVA) and the t statistic were used. Correlation analysis was performed to find out the pair wise relationship between variables: HRP, RNS, TND, PA, COM, IR and JSWE. Hence, the results are summarised in Table-2.

Table-2 shows that the factors HRP, RNS, TND, PA, COM, and OIR are independently positively correlated with JSWE and also highly significant at 1% levels. Therefore, Hypothesis 1 of the present study was accepted.

Here it is obvious that the maximum correlation (r =0.626) is existed between HRP and JSWE, followed by the association (r =0.623) between TND and JSWE; PA and JSWE (r= 0.615); and COM and JSWE (r =0.594). It should be necessary to give the highest emphasis on HRP for superb job satisfaction of women employee. Training and development is also crucial for wonderful job satisfaction of women employee. Although there has no so influential link (r =0.493) between RNS and JSWE; and IR and JSWE (r=0.439). These were also essential for job satisfaction. HR practices are pair - wise positively

Table 2: Correlations Matrix for HR Practices and JSWE

Variables	HRP	RNS	TND	PA	COM	IR	JSWE
Human Resource Planning	1						
Recruitment and Selection	0.585** (0.000)	1					
Training and Development	0.627** (0.000)	0.422** (0.000)	1				
Performance Appraisal	0.772** (0.000)	0.811** (0.000)	0.637** (0.000)	1			
Compensation	0.728** (0.000)	0.542** (0.000)	0.699** (0.000)	0.715** (0.000)	1		
Industrial Relations	0.356** (0.000)	0.598** (0.000)	0.331** (0.000)	0.644** (0.000)	0.533** (0.000)	1	
Job Satisfaction of women Employee	0.626** (0.000)	0.493** (0.000)	0.623** (0.000)	0.615** (0.000)	0.594** (0.000)	0.439** (0.000)	1

Source: Survey data; **Correlation is significant at the 0.01 level (2-tailed)

Table 3: Predictors of JSWE - model summary

Model	R	R ²	Adjusted R ²
1	0.720(a)	0.518	0.464

Predictors: (Constant),
 HRP; RNS; TND; PA; COM, and IR

Table 4. ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	36.958	6	6.160	9.497	.000(a)
	Residual	34.375	53	.649		
	Total	71.333	59			

Predictors: (Constant), HRP; RNS; TND; PA; COM, and IR
 Dependent Variable: JSWE

correlated with one to another and also statistically significant at P-value 0.000. Among the six HR practices, the relationship ($r = 0.811$) between RNS and PA is the highest, followed by the link ($r = 0.772$) between HRP and PA.

Further, a multiple regression analysis was performed to identify the predictors of JSWE as conceptualized in the model. An enter-wise variable selection was used in the regression analysis and table-3 and table-4 show the summary measure and ANOVA of the model.

11. Conclusion

The highest positive value of correlation between Human Recourse Planning and Job Satisfaction of Women Employee clarifies that the authorities of selected industrial enterprises are required to focus on HRP for getting fabulous job satisfaction of women employee followed by Training and Development; Performance Appraisal; and Compensation. The evidence from research studies indicates that the more important elements that contribute

Table 5: Coefficients for Predictors of JSWE

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig
	β	Std. Effor	Beta		
1 Constant	-.698	1.086		-.643	.523
HRP	.323	.170	.334	1.892	.064
RNS	.160	.342	.079	.469	.641
TND	.404	.164	.354	2.460	.017
PA	-.071	.314	-.056	-.226	.822
COM	-.033	.129	-.004	-.023	.982
IR	.250	.180	.194	1.386	-.172

Source: Survey data

The HR practices (HRP; RNS; TND; PA; COM and IR) in the above model revealed the ability to predict JSWE ($R^2 = 0.518$). In this model value of R^2 denotes that 51.8 percent of the observed variability in JSWE can be explained by the HR practices namely HRP; RNS; TND; PA; COM and IR. The remaining 48.2 percent is not explained which means that the rest 48.2 percent of the variation of JSWE is related to other variables which are not depicted in the model. This variance is highly significant as indicated by the F value ($F=9.497$ and $P = 0.000$) [For details please see table-4]. An examination of the model summary presented by the table-3 in conjunction with ANOVA, presented by the table-3, indicates that the model explains the most possible combination of predictor variables that could contribute to the relationship with the dependent variable.

The table-5 shows that HRP and TND are positively influencing on JSWE. For HRP, the value of t is 1.892 ($p=0.064$, $df=53$), for TND, the value of t is 2.460 ($p=0.017$, $df=53$). Thus, we accept Hypothesis 3 and 5. But for RNS, PA, COM and IR which fall in the area of rejection. Thus, we do not accept the Hypothesis 4, 6, 7 and 8. Hence, it can be concluded that HRP and TND have significant impact on JSWE. Therefore, hypothesis-2 is also partially accepted.

to job satisfaction of women employee to the nature of work, equitable reward system, promotion, quality supervision, supportive colleagues and conducive conditions. Most of the women employees are crave intellectual challenges on their jobs. Therefore, they prefer to jobs that offer them challenges and an opportunity to use their skills and abilities. However, while too much challenge in job creates frustration and feelings of failure, too little challenges cause boredom. In fact, it is the conditions of moderate challenge of women employees, experience pleasure and satisfaction. Accordingly, if they see pay as fair, based on job demands and employees skill and as per community pay standards, it results in job satisfaction. It is also found that Human Recourse Planning and Training and Development have significant impact on fabulous job satisfaction of women employee. The present study only collected perceptual data. The study did not collect data regarding size of the firms, the volume of the production, and the turnovers.

Policy Implications

Although the present study was confined to identify the impact of HR practises on job satisfaction, it may be

appropriate to state briefly the policy implications for the study. In this context, the following policy actions may be considered worthwhile.

- Organizations should offer extensive training and development programs for the employees
- Organizations should go for thorough HR planning.
- Organizations should carefully conduct recruitment and selection process.
- Organizations should introduce proper performance appraisal systems.
- Organizations should offer at least reasonable compensation to the employees.
- Organizations should maintain healthy industrial relations based on mutual trust and confidence of the employers and employees.
- Organizations should develop good working condition. This facilitates employees to do their work effectively.
- Organizations should induce employees to perform well. This can be achieved by providing reward, motivations, and other benefits etc.
- Employees should be trained to adopt new technology and or develop their career.
- Organizations should provide unbiased promotion. That is promotion should be provided based on the qualification of employees and /or experience.
- Organizations should implement equal employment opportunities. That is employees should not discriminate against female, and minority or old worker.
- Organization should design working procedure including hours work, over time payment and hour's payment.
- Proper working environment should be designed. In that the organization should provide adequate facilities employees to do their works such as appropriate equipment, work breaks, and work sharing.
- Organization should design good grievance procedure, disciplinary procedure and separation procedure etc.

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