

Human Resource Management Practices, Job Satisfaction and Organizational Commitment

Murat KOÇ

Assistant Prof. Dr. Faculty of Law, Cag University, Yenice/Mersin, TURKEY

Email: muratkoc@cag.edu.tr

Mustafa Fedai ÇAVUŞ

Assoc. Prof. Dr., Faculty of Economics Administrative Sciences Department of Management
Information Systems Osmaniye Korkut Ata University, Osmaniye/Turkey

Email: mfcavus@osmaniye.edu.tr

Turgay Saraçoğlu

Social Sciences Institute, Osmaniye Korkut Ata University, Osmaniye/Turkey

Email: turgaysaracoglu@windowslive.com

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Abstract

The purpose of this study is to explore the role of human resource management (HRM) practices, job satisfaction and organizational commitment intentions of employees working in Turkish private organizations. A total of 200 employees participated in the study. The results indicate that there is a positive relationship between HRM practices (recruitment and selection, training and development, compensation and benefits, performance appraisals) and job satisfaction and organizational commitment. The sub factor compensation and benefits are the most important factors which affect the job satisfaction and organizational commitment.

Key Words: Human Resource Management Practises, Job Satisfaction, Organizational Commitment

JEL: M1, M12

1.Introduction

In order to adapt to rapid developing environmental conditions, businesses need to act fairly quickly, change accordingly to the evolving rivalry conditions, in other words, they must be flexible. The human resource provides both a competitive advantage and flexibility in this rivalry. This is because human is an important and valuable resource which can take a long time to find and train pecuniary financial resources can be found easily.

Organizations are social structures that have come together for the realisation of the specific targets. Since the most important role in these embodiments are given to human, which is a social being, the achievement of defined objectives and activities of the organization depends on the presence of the employees, who are tightly bound to the organizations values, are satisfied with their jobs and have adopted the organization's goals and objectives as their own goals and objectives.

Developing a positive attitude toward the employee's job is expressed as satisfaction. Employees want to fulfil their work expectations in an appropriate environment and under appropriate circumstances in return for their work performance. The more their expectations are fulfilled the higher the job satisfaction will be. Commitment to the organization is defined as one's commitment to the organization's goals and values in a biased and effective way. Rather than superficial values, this commitment is related to doing tasks for the favour of the organization considering the aims and the values of the company. Remaining in the organization for a long time, limited rates of quitting, limited turnover and high level of job satisfaction are among the positive results of high level commitment to the organization.

In this study, job satisfaction and commitment to the organization are considered as important determinants of human resource management practices and their effects will be discussed. In this context, primarily human resource practices, job satisfaction and organizational commitment concepts will be evaluated. In the application part of the study, the relationship between these variables, in order to determine the findings of the application will be evaluated.

2. Human Resource Management Practices

Having skilled and competent employees is the most important capital for the organizations. This is because human capital influences and shapes the other resources of the organization and at the same time it is affected by them. To be able to shape, control and co-ordinate production factors, are qualifications and they are only possible through human resources. Thanks to human resources, organizations are able to accomplish the goals they set out to achieve (Huselid, 1995). Thus, human resources of the organizations are their most important assets and needs to be invested in.

It is stated that organizations which give importance to the ideas of employees in the organization for innovative success in the market, are significantly more successful than the others. If all employees in the organization are skilled, equipped and open to innovation; the sustainability of innovative thinking and continuous innovation are possible (Laurson and Foss, 2003). On the other hand, organizations that want to increase the level of innovation should improve the employees' morale and motivation levels and also they should create a favourable environment for them to share information (Kang, Morris, and Snell, 2007).

2.1 Human Resource Planning, Recruitment and Selection

Human resource planning which is the first step of human resource management is a process of focusing on the organization's goals and objectives and their present and likely future needs (Fındıklı, 2000).

The next important issue in human resource management is the practice of recruitment and selection. It is very important, to bring in the employee who was the abilities that the organization needs, to bring together the right person with the right position. This process which will ensure the continuity of the business, begins with the emergence of human resource needs. The first step to

meet the deficit of human resources by announcing it using appropriate measures is the process of the evaluation of the applications. The application forms are chosen according to the applied positions and then interviews are done with the appropriate candidates for vacancies. After test executions, references and determination of tools that are considered for the choice of the employee, such details like salary, working conditions, hours and hiring the successful candidates are discussed (Akal, 1998).

After completion of the recruitment and selection process, a trial period for the new recruits usually begins according to a collective labor agreement. This trial period gives employers the chance to observe the new recruits work performance and business integration while employees learn the job and adapt to their new work environment (Karabulut, Okka & Başel, 2006).

2.2 Training and Development

Technological development process that constantly renews itself and brings new information. In conditions of increasing competition businesses which want to go a step ahead, should, teach their employees technological innovations and information. The reason is that one of the ways to create success in an organizational sense customer relationships can be established together with the the employees (Wilkinson, 1995). With professional development and education applications, money can be saved from the audit and this increases levels of employees' expertise with morale and satisfaction (Weisberg, 2006; Xiao, 1996).

The success of the educational practices are affected by external factors, employees' feelings and thoughts, lack of experience, a limited perspective and individual interests. In order to ensure the success of the educational practices; training should be formed to the needs of employees and should be free from formality, managers should be give attention to the ideas of employees, and there must be an opportunity to choose from the alternative training methods. (Beatty and Schneier, 1997).

2.3 Performance Assessment and Reward

Performance appraisal is, to analyze the job done by employee, and potentials of the employees individually, and to determine achievement degrees of employees' job evaluations. Performance evaluation function is to reveal performance needs by giving feed back about employees' performance, determine rewarding relations, comment on results and make decisions on human resource selections and recruitments (Akin, 2002).

Uncovering the needs of employees in the organization is important. To determine material and psychological needs of employees and to set forth a regular relation between the needs of employees with business objectives on specific matters are sine qua non conditions. To increase the performance of those employees, they should be rewarded financially and morally and they should be encouraged for the job.

In organizations, there is a great importance in satisfaction and rewarding of employees in order to achieve ever-increasing levels of performance. It is known that rewarding increases employees' morale and motivation (Lee and Miller, 1999). Qualified and equitable reward practises are of critical significance in organizational survival and continuity (Miles and Snow, 1984).

3. Satisfaction and Organizational Commitment

3.1 Job Satisfaction

Job satisfaction, organizational behavior, organizational psychology and human resource management are the areas that the several studies are conducted on. Satisfaction means the happiness on individual's life, environment, job and relations. There are other definitions related with job satisfaction.

- Job satisfaction is employee's duty, as well as the emotional response to the workplace's social and physical situation (Trevor, 2001).

- The measurement of satisfaction or dissatisfaction against his job (Catt and Miller, 1991: 160).

- Negative or positive feelings occurred due to the employee's observations about his job (Jegadeesan, 2007: 54).

- According to the definition of Bhuiyan, job satisfaction is the negative or positive perception of employee against his job which has been developed in internal or external situations (Bhuiyan and Mengüç, 2002: 3).

According to Luthans (1995) there are three dimensions to acknowledge job satisfaction can be listed as follows:

(i) job satisfaction is an emotional reaction against job,

(ii) job satisfaction is a concept generally aimed at which level employee's acquisitions achievements or expectations have been met,

(iii) job satisfaction symbolizes interconnected different behaviors.

Job satisfaction is the phenomena that defines the harmony of employees' job satisfaction, expectations and job's characteristics. This phenomenon is a composition of social security, fair wages, job and work security, balance between job skills and knowledge job-related pride, promotion opportunities, management policies and the social climate (Oral, 2005).

Employee's jobs satisfaction is mostly related with how the employees' jobs expectations meet with his needs and desires (Bingöl, 2010). It is not possible to mention a satisfaction related with only physical and economical realities. In addition there need to be a psychological satisfaction. Organizations are making great effort to ensure organizational opportunities that are meant to provide employee' satisfaction.

There are two distinct reasons to classify job satisfaction research as an employee and organization. Firstly, employees' views and feelings about their jobs have on both themselves and their jobs. Secondly, the impact on performance and productivity of employees' behaviours against their jobs is very important. Because job dissatisfaction leads to turnover, absenteeism, poor performance, mental and physical illness (Feldman and Arnold, 1983).

When these two approaches are considered together, the job satisfaction has its place as a basic concept in psychology and management psychology in means of making a connection between working conditions, individual and organizational results (Dorman and Zapf, 2001).

3.2 Determinants of Job Satisfaction

Many of employee attitudes that underlie job satisfaction are affected by many factors and itself also. Afforded organizational opportunities for employees are a decisive role in meeting the expectations of employees and formation of job satisfaction. Generally, job satisfaction is measured by using different factors clusters and considered as a combination of some sub-factors (Locke, 1976). Although these factor groups include different elements, it is generally accepted that job satisfaction should be studied as a combination of multiple dimensions (Smith, 1969; Davis, 1988).

According to Smith, Kendall and Hulin, there are five business dimensions affecting job satisfaction and indicating important features of the job (Luthans, 1995: 114):

The Work itself: the sense of satisfaction for the content of the Job (providing the possibility of taking responsibility, be engaging, enabling person the opportunity for learning)

Wage: the sense of satisfaction for the wage (perception of equal wages when compared to different organizations)

Opportunity for Progress (promotion): the sense of satisfaction for future career in the workplace (having the chance to promote in the organization)

Management: the sense of satisfaction for the management (Management having ability of providing behavioral and technical support)

Colleagues: the sense of satisfaction for friendship relations (the levels of social support of the colleagues with technical expertise)

The company's vision, mission, suitability of strategies and values to the value of the employee, improve job satisfaction. Other factors for job satisfaction can be listed as; terms of recruitment, reward systems, health and work safety measures, work environment, job security, business management and policy, relations with superiors and colleagues, and communication (Tavmergen, 2002).

Employees get satisfaction as they receive information about their success and as they deal with jobs that require versatile and special qualities, provide chance to use their skills (Robbins, 1998). Job satisfaction, as for the employee, is to ensure physical and mental health, from a business perspective an increased productivity, and is to ensure economic development from a macro perspective (Aksu & Aktas, 2005).

3.3 Organizational Commitment

Organizational commitment is one of the highly asserted modern management concepts. Studies about the concept of organizational commitment have increased since the 1970s, although the history dates back to 1950. Commitment, as the word, means "show respect, love and loyalty against one" (TDK, 2014). According to Meyer and Allen (1984: 373), commitment is "an emotional return to a particular entity".

When reviewing the literature about organizational commitment, it is possible to encounter several definitions. The definitions of organizational commitment in different studies are listed below.

- Integration of employee with his purposes and organization, and a desire to continue his organizational membership (Robbins, 1998: 143).
- It is the attitudes or orientations that connect the identity of the employee to the organization (Sheldon ,1971: 43).
- It is the identification of investments of employee in the organization, tendency of employee to the behaviors resulting in a commitment in attitudinal nature and the organization's values and system of purpose (Balay, 2000: 21).
- For the employee, it is to continue to stay in the organization, to identify with the entire success, interest and activities of the organization, commitment of employee towards the organization and concern with success of the organization (Bayram, 2006).

Organizational commitment can be defined as, employee's efforts to achieve these goals, accept institutional purposes and values, and the desire to maintain membership .

Mowday, Steers and Porter (1979), defined organizational commitment as the integration of employee with the organization, and the power of his loyalty to the organization. Under this definition, there are three conditions that determine organizational commitment (Yousef, 2000: 6):

- (i) A strong belief to the organization's values and goals, and acceptance,
- (ii) The desire for making efforts to achieve the objectives of the organization,
- (iii) A strong desire to continue membership in the organization.

In recent years, one of the most important problems encountered in business is that employees are not satisfied with their job and the result is high turnover rate. Organizations that have a high level of organizational commitment are more active and efficient. Because the possibility of being late for work, leaving work, engaging in negative behaviors such as absenteeism of these individuals, are lower than those without strong loyalty. Those who adopt goals of organizations and make effort above and beyond to achieve these goals improve the competitiveness of organization. In addition, those who work with high organizational loyalty, express positive opinions to others about the organization, facilitate the organization to appeal qualified personnel (Uygur, 2009).

Organizational commitment is also one of the ultimate goal of the organizations to continue their existence. The reason is that employees who have been loyal to their organizations are more compatible, have more job satisfaction and productivity and work with a high degree of responsibility and a sense of loyalty. Consequently, those who work with high organizational commitment bring less costs to organizations (Balci, 2003).

Organizational commitment has become a vital issue for organizations depending on five reasons. The first reason is that organizational commitment seems closely related to absenteeism, quitting, retreat and job searching activities; the second reason is related to job satisfaction, behavioral, emotional and cognitive structures such as morale and performance; the third reason is related to features towards to employee's job and his role such as the autonomy, responsibility, participation and, sense of duty; the fourth reason is related to the personal characteristics of employees such as age, gender, education and duration of work. Finally, it is estimated that knowing the estimators of the organizational commitment that employees have would provide benefits greatly in the future and improving the organizational commitment organizational would greatly reduce the organizational costs (Saklan, 2010).

It has been considered that one of the main duty of the organization is to ensure satisfaction of employees with their organizations. Therefore, the importance of the concept of organizational commitment which is defined as adoption of the organization's goals and values, making efforts to achieve them and be willing to remain as a member of the organization, is increasing.

3.4. Determinants of Organizational Commitment

There is a variety of factors for determining and influencing organizational commitment . These factors that determine the organizational commitment, have been divided into parts as previous work lives of individuals, situational, organizational-functional and individually-demographic factors by Schwenk (1986). Besides, these factors have been divided into four different parts as (İnce ve Gül, 2005); individual characteristics, job and role characteristics, job experience and structural features by Porter, Mowday and Steers (1982). In a study that conducted on the factors which affected organizational commitment Oliver (1990), they have observed that while demographic factor affects on organizational commitment as the relative less; there has been stronger relationship between organizational rewards and work values, organizational commitment (Bayram, 2006).

There are numerous studies to determine the relationship between personal factors and organizational commitment. Generally in literature of organizational commitment, it has been considered that there are strong relationships between personal factors and organizational commitment. Personal factors has quite vital importance for interiorising of organizational goals and values that employees can run for many years for organizations. The scope of the personal factors includes personal qualities and the psychological contract (İnce & Gül, 2005).

Organizational factors that have impact the organizational commitment are composed of nature of the work and its importance, management style, participation to decision-making, organizational culture, business groups, role conflict, focused on the task, task identity, subordinates' skill levels and organizational rewards such variables (Glisson & Durick, 1988). Besides, role ambiguity, superior-subordinate relationships, business challenges, progress and career opportunities, given importance to the needs of the employee's (Gaertner and Nollen, 1989), wages of justice and control relations (Fukami & Larson, 1984) have been added to organizational factors by some researchers.

In another study, Zajac and Mathieu (1990) is stated that there has been relationship between organizational commitment and 48 different variables. But, they were able to determine that only marital status, salaries, talent, ability diversity of talent and task commitment, field of activity, leader communications and participative leadership were directly related to commitment (İnce & Gül, 2005: 57).

Organizational commitment and job satisfaction are the most important determinant for absenteeism and turnover intentions. Absenteeism and employee turnover are quite costly in terms of companies. These leads to low morale and inefficiency, high cost of hiring, training and retention of staff costs (Koh & Boo, 2004).

4. Material and Methods

4.1 Sample

The private sector employees are consist of the study sample which are randomly selected 200 people from Osmaniye and Hatay provinces. The survey was conducted face to face with research participants. 114 of the respondents are the (57 %) males and 86 (43 %) are woman. The majority of

respondents are in the 26 to 35 (41.5 %) age range, 42 % are in high school graduates. Most of the participants are working in the their current company, 2-8 years (% 39). Participants' demographic characteristics are shown in Table 1.

Table 1: Demographic characteristics of the samples

Demographic Factors		Frequency	%
Gender	Woman	86	43
	Male	114	57
Age	18-25	52	26
	26-35	83	41.5
	36-55	55	27.5
	46 +	10	5
Education	High school	84	42
	Associate	44	22
	University	66	33
	Master's/ PhD	6	3
Total Time	Less than 3 years	28	14
	3-8 years	73	36.5
	9-14 years	49	24.5
	15-20 years	41	20.5
	21 and over	9	4.5
Time at Current Workplace	Less than 3 years	72	36
	3-8 years	78	39
	9-14 years	37	18.5
	15-20years	9	9
	21 and over	4	2

4.2 Measurements

The scale which developed by Khatri (2000) is taken from Tsai and Lin (2004) 's study in order to measure the perceptions of employees for human resource management practices. Scale is evaluated in four dimensions: recruitment and selection (3 item), training and development (5 item), payments and benefits (4 item) and performance assestment (3 item). Hackman and Oldham (1975) 's three-point scale has been used in order to measure job satisfaction. Mowday, Porter and Steers (1982) one-dimensional scale which consists of nine items is used in order to measure organizational commitment. The scales has been evaluated with Likert (1-absolutely disagree, 5-strongly agree). Higher averages indicate higher job satisfaction and commitment.

Factor analysis have been conducted in order to evaluate construct validity of the scale. The result of factor analysis has emerged suitable for required human resource practices as well as organizational citizenship behavior in accordance with the scale factor structure of the original works. In order to assess the internal consistency of the scale, Cronbach's alpha values were examined. While alpha coefficient of human resource practices was obtained scale as .85, alpha coefficient of job satisfaction scale was .93, reliability coefficient of organizational commitment scale was found .89.

This results of coefficients indicate us that internal consistency of the scales is sufficient (Nunnaly,1978).

4.3 Analysis and Findings

Correlation and multiple regression analysis was performed in order to determine the relationship between human resource practices and, organizational commitment and job satisfaction. Mean, standard deviation and correlation values of variables are included in Table 2. As seen in the table, there are positive and significant relationship between all dependent and independent variables (in the scope of research). It is seen that one of the human resource practices that is payments and benefits has got highest correlation with job satisfaction ($r = .513, p <.01$) and organizational commitment ($r = .463, p <.01$).

Table 2. The means, standard deviations and correlation coefficients of variables

	Mean	S.D	1	2	3	4	5	6
1- Recruitment and selection	3,5717	,73622	1					
2- Training and development	3,5510	,86390	,544** ,000	1				
3- Payment and Benefits	3,5475	,74744	,526** ,000	,542** ,000	1			
4- Performance Asessment	3,8933	,80114	,438** ,000	,475** ,000	,588** ,000	1		
5- Job Satisfaction	4,3133	,77844	,293** ,000	,342** ,000	,513** ,000	,374** ,000	1	
6-Organizational Commitment	3,9011	,73355	,270** ,000	,393** ,000	,463** ,000	,262** ,000	,693** ,000	1

** $p < .01$

The results of multiple regression analysis that we have done in order to test relationship between perceptions of human resource management practices and the job satisfaction and organizational commitment are shown in Table 3'. According to the results of test a significant interaction is exist between payments and benefits and job satisfaction ($\beta = .424, p <.01$). Besides, significant relationship between as dimensions of human resource practices that training and development ($\beta = .228, p <.01$), payments and benefits ($\beta = .396, p <.01$) and performance appraisal could have been detected. Relationship between job satisfaction and three of human resource practices; recruitment and selection, training and development and performance assesment could have not been detected. Similarly, recruitment and selection, performance appraisal haven't seen to be effective on the organizational commitment.

Table 3 Human resource practices, job satisfaction and organizational commitment regression analysis

	Job Satisfaction		Organizational Commitment	
	Beta	T	Beta	T
Recruitment and selection	-,012	-,155	-.034	-.431
Training and development	,073	,925	.228	2.825**
Payments and benefits	,424	5,056**	.396	4.630**
Performance	,096	1,230	-.064	-.808
F	18.483*		15.973**	
R ²	*			
Adj R ²	.270		.247	
	.260		.231	

** p< .01

5. Conclusion

The results of the study shows us that an important relationship between human resource practices and organizational commitment and job satisfaction is exist. Positive perceptions about the human resources practice increase job satisfaction and organizational commitment. Payments and other benefits have been identified as the most important indicators of human resources practises on level of job satisfaction. Similarly, payments and other benefits and employee training development have been affected employees' commitment to the organization, significantly. These results support the findings of previous studies (Danish and Usman, 2010; Parvin and Kabir, 2011; NI, 2012).

Job satisfaction is felt ready or positive emotional state that is achieved by employee, after employee's assessment of the their job and work experience (Locke, 1976). It has been suggested that job satisfaction to be effective on employee performance, motivation and employee turnover rate (Howard, 2005: 22).

Meanwhile, organizational commitment is integration of the employee with the organization's values and goals and requesting contribute to achieving these goals and maintaining membership to the organization. (Buchanan, 1974, s.533). It is suggested that organizational commitment increases organizational performance, but decreases tardiness at work, absenteeism, leave the job and contributes positively quality of products and services (Doğan & Kılıç, 2007).

There are many factors that affect job satisfaction and organizational commitment. Currivan (2000), maintained that the co-workers, managers and wage system were related with job satisfaction and organizational commitment positively but, role conflict and role ambiguity were negatively. Rayton (2006) found in his study that job satisfaction and organizational commitment are negatively associated with role ambiguity perceived management support, at the other hand compensation satisfaction, work relationships, and career opportunities are positively correlated (Bruce, 2006).

As a result, business managers may gain more competitive qualifications to their organizations such as increase levels of employees' turnover fall and organizational commitment level with their human resource management practices. This results can be achieved through improvements to increase employees' job satisfaction and organizational commitment levels.

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