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The Impact of Human Resource Management Practices on Job Satisfaction in The Banking Industry in Kuala Lumpur, Malaysia

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Abstract

The study aims to identify the impact of human resource management practices on job satisfaction among employees in the banking industry in Kuala Lumpur in Malaysia. The population of the study consists of employees of Maybank in Kuala Lumpur. The total samples selected for the research are 346 employees of Maybank in Kuala Lumpur. The research instrument used was a questionnaire and the results were analyzed through the Statistical Package for the Social Sciences (SPSS). Overall findings show that the level of Human Resource Management Practices in Maybank Kuala Lumpur is at a high level while the level of satisfaction among employees in Maybank Kuala Lumpur is also at a high level. Apart from that, the finding also shows that there is a significant relationship between all five dimensions of Human Resource Management Practices which are training and development, performance appraisal, compensation, benefits as well as the safety and health towards job satisfaction among the employees in Maybank Kuala Lumpur. The finding concluded that among all the independent variables, the safety and health variable has the strongest positive relationship towards job satisfaction among employees in Maybank Kuala Lumpur.

Keywords: Human Resource Management Practice, Job Satisfaction, Training and Development, Performance Appraisal, Compensation, Benefits, Safety and Health

Introduction

As one of the main peculiarities of the country's economy employment is significant from different angles. It is a method for procuring pay and accommodates living, it upgrades mingling, makes, and increments fearlessness, resolves honesty, empowers freedom, builds capacity to improve and foster abilities, capabilities and information and adds to the public and public funds (Alsafadi & Altahat, 2021).

The commercial banking system has gone through a few changes over the most recent very long while. There have been sensational administrative changes, impressive advances in data and banking advances, the broad predominance and acknowledgment of the market economy by less open economies, and the increment and joining of worldwide monetary endlessly markets and establishments have set out new open doors and difficulties for business banking organizations. While these changes have given an extended open door set to banks, they have heightened the cutthroat strain in the worldwide financial field too (Rodjam et al., 2020).

The issue of worker turnover is an overall one and stays high in the business (Mira et al., 2019). The turnover rate is greatly affected by job satisfaction. HRM practices also can drive the employees to respond and difficult work through major areas of strength for offer and inspiration. In the ongoing monetary circumstance, the association understands that workers are a resource for an association since they are investigating their abilities and information to extend the hierarchical benefit and furthermore support the upper hand of the association (Parabakaran & Abdul Lasi, 2021). Human resource practices are organizational tools that can be used to achieve organizational goals by attracting and retaining the best minds. Therefore, cutting-edge HR management is essential for any organization that strives for success. The HR quality, the idea that people only belong to one group, employee commitment, workers' satisfaction with their work, and their experiences all have an impact on the benefit of the organization, passing on organizations to customers, creating a vivid image and recognition, and maintaining its existence (Mahfouz et al., 2021).

This paper investigates HRM practices on job satisfaction. To this end, this study set the following objectives:

- To investigate the relationship between training and development on job satisfaction among employees in Maybank Kuala Lumpur
- To investigate the relationship between performance appraisal on job satisfaction among employees in Maybank Kuala Lumpur
- To investigate the relationship between compensation on job satisfaction among employees in Maybank Kuala Lumpur
- To investigate the relationship between benefit on job satisfaction among employees in Maybank Kuala Lumpur
- To investigate the relationship between safety and health on job satisfaction among employees in Maybank Kuala Lumpur

The findings of this study will assist the organization to plan and improve their Human Resource management practice to increase job satisfaction and employee performance in accomplishing their organization's targets. Moreover, the levels of perceived satisfaction with the Human Resource management practice by employees urge them to be sacrificial and charitable, prompting a readiness to take part in extra-job ways of behaving that are not quickly connected with their positions but rather enormously help their leaders.

This paper is structured according to six sections as follows. Section two reviews previous studies of HRM practices. Section three presents the methodology adopts for the study. Section four presents the data analysis and results. A result discussion is presented in section five. The final section of this study presents the conclusion and recommendations for future research.

Literature Review

Recently, HRM suggests that HRM practices impact in organizational performance through their influence on employees' work behaviour and attitudes (Dumont et al., 2017). Job satisfaction is one of the important keys that ensures the bank functions well and delivers high-quality services to their customers so the results in job satisfaction as explaining the constructs of life may be caused by the quality of work (Dhamija, 2019). A study finding shows that employee empowerment significantly improves job satisfaction. However, considerable variations in work satisfaction and employee empowerment across levels higher and lower in the organizational hierarchy raise questions regarding the sustainability of strategic changes and the spread of organizational change (Idris, 2018). This study has offered empirical support for the social exchange theory's central theoretical tenet that links employees' perceptions of their job happiness and work-life balance to task performance. According to this study, work-life balance and job satisfaction have a direct impact on how well employees do their tasks. This shows that businesses that concentrate on creating a work environment that may boost job happiness while also allowing for work-life balance for their employees will eventually produce workers who accomplish tasks at a high level. This result confirms the importance of work-life balance and job happiness, which is in line with the social exchange theory's theoretical predictions (Krishnan, 2018).

Training and Development

Training and development refer to the process and strategy used to enhance an employee's aptitude, skills, knowledge, ability, and attitude for them to do a specific task that is connected to their line of work. Employees are encouraged to enhance their prior skills and expertise and become familiar with the most recent advances through training. Training and development are essential to improve employees' performance. Training and development increase employee practical skills as well as individual and organizational supremacy. The two main focuses of training are people and technology, with organizational efficiency coming in second (Alrazehi, 2021). According to (Kanapathipillai, 2020), researcher provides another insight in connection between training and the results – work performance and job satisfaction which resulting from it. Employee job performance and job satisfaction were impacted by training. Training should be done with the goal of enhancing job performance because this will result in higher production and job happiness, both of which will increase employee loyalty to the organization. Additionally, personnel should receive ongoing training to advance personally within the organization, to maintain high performance standards, and to boost morale. The workforce in Malaysia needs to understand the value of training, which needs to be further examined and considered in Malaysia's national planning and policy.

Performance and Appraisal

Scott (1920), the phrase "performance appraisal" describes the routine evaluation of a worker's productivity and overall value to a business. A performance assessment, sometimes referred to as a yearly review, performance review or evaluation, or employee appraisal, assesses the abilities, successes, and growth—or lack thereof—of an employee. Performance reviews are used by employers to provide employees with comprehensive feedback on their work and to support choices on salary raises, incentives, and termination. They can be carried out at any time, but they usually happen annually, semi-annually, or quarterly. Performance appraisals shouldn't be kept a secret. The employee's reaction to the performance review is favourable. To prevent every level of employee from being aware of the performance

appraisal process and generating a sense of politics within the firm, managers should design a clear channel of communication regarding human resource procedures. By strengthening their capacity to change organizational culture in an organizational context and by making it easier to connect with supervisors, banking companies and other public organizations can manage this performance appraisal process (Sumayya, 2019).

It is abundantly evident that when staff members believe their company's performance review process is trustworthy and fair, they generate good attitudes about the business. The employees' optimistic outlook benefits the company since they are more productive and work toward the organization's goals without expecting anything in return. The return may come in the form of financial or non-financial advantages. Therefore, developing a good working relationship between employees and the performance rating system can raise a person's level of trust for the company (Neena, 2022). To get a more thorough understanding of the effectiveness of performance appraisal, it is advised that more extensive research involving appraisers be applied. To find out which structures affect performance evaluation effectiveness, it should also be done with other performance appraisal constructs (Zalli, 2021).

Compensation

The term "compensation" is frequently used interchangeably with the term "award," and it refers to any type of reward provided to employees in appreciation of their contributions to the company.

Employee pleasure at work, performance, motivation, and loyalty can all be enhanced by compensation. Employees are driven to fulfil organizational goals if compensation is offered correctly in accordance with capability between obligations and rights. Employees put their knowledge, skills, effort, time, and devotion into their work with the sole intention of receiving compensation for their performance and productivity. Employee performance is negatively and negligibly impacted by compensation. It demonstrates that an employee's performance declines as pay increases. The indirect compensation dimension to job abilities and quality of work has the best association between dimensions on the compensation variable to the performance variable. Indirect remuneration can thereby enhance performance in terms of job skills and output quality. Employee performance is positively and significantly impacted by job satisfaction. It demonstrates that performance will rise in direct proportion to employee satisfaction levels. The dimensions of dissatisfiers to the initiative dimension have the strongest link with the variables of work satisfaction on the performance dimension. Policies, technical issues, and other internal connections can prompt beneficial action within the parameters of work where education staff members feel satisfied with the working environment. Employee performance is substantially influenced by pay, promotions, and job satisfaction (Rinny, 2020). Besides that, Rinny (2020) mentions that job satisfaction is significantly and favourable impacted by compensation.

The company's compensation must take the employee's desire into account because it is based on workload. While the ramifications of the company's own promise that the business should be able to develop in a sense by raising pay and job satisfaction by offering programs that do not complicate representative. Similar study can be conducted in the future by creating additional factors to boost the company's competitive edge and support the theory of scientific development.

Benefit

Employee benefits are an important part of the work relationship and a topic that concerns practitioners a lot, but they are rarely discussed in academic literature. Benefits are frequently mentioned in passing in the literature on "total reward management," some of which examines the ideal combination of several incentive components, including benefits. Employees' preferences for benefit types and benefit communication across a range of demographic factors are among the topics covered by the limited academic literature on benefits. Additionally, the emerging literature on pay transparency, which examines the disclosure and exchange of pay information, sheds light on how perceived gaps in supervisor and organizational communications regarding benefits may affect several outcomes, including pay satisfaction and the assumptions that employees make about organizational justice (Laundon, 2019). Any sort of reward provided by the company other than wages or salary, which is paid for in full or in part by the employer, is referred to as an employee benefit. Because it is provided to employees in the form of a plan (such as health insurance, company shares, and retirement benefits) rather than in cash, the perk is also known as indirect compensation. The perks that are given to employees in addition to their pay are referred to as employee benefits. Benefits encompass any arrangements an employer makes to supplement the money paid to employees. Contrarily, benefits include health, income protection, savings, and retirement plans that offer stability to workers and their families (Kadir, 2019).

Safety and Health

Health and safety measures for employees are produced by many businesses worldwide. Politics and labour negotiations have long placed a high priority on employee safety and health benefits. Firms in Rhode Island have a lot of questions about where they stand in relation to other employers in the state due to the absence of information regarding employee benefits. Unsafe material handling is a major contributor to workplace accidents in the company (Gomathy, 2021). The researcher finding in training approach, first aid facilities, leisure facilities, counselling programs, pre-employment and post-employment medical examinations are only a few of the suggested measures for enhancing employee safety and healthy. The survey's results will be used to make the required adjustments to the company's employee safety and health policies.

Another view from researcher (Mohr, 2018), patient safety cultures tend to score higher at medical institutions when staff members have more favourable opinions of the workplace safety climate in the healthcare industry. This shows that the cultures of patient safety and workforce safety may be mutually reinforcing, with investments and advancements in one area having a favourable influence on the other.

Cultures surrounding patient and employee safety. We expected that employee safety culture would be strongly and favourably related to patient safety culture because patient safety may be a precondition for the development of employee safety. Additionally, a more comprehensive approach to safety, which includes individual and supervisory support for safety-focused procedures and protocols, results in better adherence to safe work practices than more forceful tactics. Occupational health experts have an opportunity to successfully engage in employee perceptions of safety and supervisors' responses to safety to pursue high dependability care, exceptional care results, outstanding patient experience, as well as a safe workplace for workers. Important for determining environments that encourage or prevent safety behaviours.

Methodology

The design of this study is based on quantitative research where the researchers analyse the data by Pearson Correlation. The population of this study is the employees from Maybank, Kuala Lumpur. Data obtained from the Human Resource Department of Maybank shows that there is a total of 3240 employees, employed under Maybank, Kuala Lumpur including all the top-level management to the lowest-level employees. Based on the total population of 3240 employees, with reference to the population and sample size table by Krejcie & Morgan, (1970), the total sample to be selected is 346 employees. The sampling method used is a simple random sampling method. The respondent for the research is chosen based on systematic random sampling whereby every member from each department is listed with a number for each of them and they are chosen randomly based on regular intervals of the number.

This questionnaire method was conducted for the purpose to understand the five-research objectives raised by the researchers. This set of questionnaires is a closed form that contains three sections (Sections A, B and C) related to respondent demographics information, employees' job satisfaction, and Human Resource Management practice. Both section B and section C used a five-point Likert scale simple to understand and use for survey administrators and respondents alike (Blumberg et al., 2014).

Results

The respondent demographic that will be discussed in the research will be based on five items. The five listed items of demographics are gender, race, age, education qualification, and Job position. The below Table illustrates the finding of demographics of the research respondent.

Table 1
Demographic Profile of the Respondents: n=346

No	Item	Details / Years	Frequency	Percentage %
1	Gender	Male	96	27.7
		Female	250	72.
2	Race	Malay	186	53.8
		Chinese	105	30.3
		Indian	42	12.1
		Others	13	3.8
3	Age	25 years old below	19	5.5
		26 – 35 years old	182	52.6
		36 – 49 years old	131	37.9
		50 years old above	14	4
4	Education Qualification	Certs / Diploma	36	10.4
		Degree	174	50.3
		Masters	134	38.7
		PHD	2	0.6
5	Job Position	Clerical	52	15
		Executive	228	65.9
		Managers	50	14.5
		Top Management	16	4.6

Relationship Between Training and Development on Job Satisfaction

The first research objective of is based on the relationship between training and development on job satisfaction among employees in Maybank Kuala Lumpur. The finding in table 2 shows that $r(346) = .055$, $p = 0.10$, $p < .005$., which shows that there is a low positive relationship between training and development on job satisfaction among employees in Maybank Kuala Lumpur. The result also shows that there is a significant relationship between training and development on job satisfaction among employees in Maybank Kuala Lumpur.

Table 2

Relationship Between Training and Development on Job Satisfaction

Details		Training and Development	Job Satisfaction
Training and Development	Pearson Correlation	1	.055**
	Sig. (2-tailed)		.010
	N	346	346
Job Satisfaction	Pearson Correlation	.055**	1
	Sig. (2-tailed)	.010	
	N	346	346

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

Relationship Between Performance Appraisal on Job Satisfaction

Next, the second research objective of is based on the relationship between performance appraisal on job satisfaction among employees in Maybank Kuala Lumpur. The finding in table 3 shows that $r(346) = .098$, $p = 0.00$, $p < .005$., which shows that there is a low positive relationship between performance appraisal on job satisfaction among employees in Maybank Kuala Lumpur. The result also shows that there is a significant relationship between performance appraisal on job satisfaction among employees in Maybank Kuala Lumpur.

Table 3

Relationship Between Performance Appraisal on Job Satisfaction

Details		Performance Appraisal	Job Satisfaction
Performance Appraisal	Pearson Correlation	1	.098**
	Sig. (2-tailed)		.000
	N	346	346
Job Satisfaction	Pearson Correlation	.098**	1
	Sig. (2-tailed)	.000	
	N	346	346

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

Relationship Between Compensation on Job Satisfaction

The third research objective of is based on the relationship between compensation on job satisfaction among employees in Maybank Kuala Lumpur. The finding in table 4 shows that $r(346) = .076$, $p = 0.03$, $p < .005$., which shows that there is a low positive relationship between compensation on job satisfaction among employees in Maybank Kuala Lumpur. The result

also shows that there is a significant relationship between compensation on job satisfaction among employees in Maybank Kuala Lumpur.

Table 4

Relationship Between Compensation on Job Satisfaction

Details		Compensation	Job Satisfaction
Compensation	Pearson Correlation	1	.076**
	Sig. (2-tailed)		.003
	N	346	346
Job Satisfaction	Pearson Correlation	.076**	1
	Sig. (2-tailed)	.003	
	N	346	346

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

Relationship Between Benefit on Job Satisfaction

The next research objective is based on the relationship between benefits on job satisfaction among employees in Maybank Kuala Lumpur. The finding in table 5 shows that $r(346) = .013$, $p = 0.00$, $p < .05$, which shows that there is a low positive relationship between benefits on job satisfaction among employees in Maybank Kuala Lumpur. The result also shows that there is a significant relationship between benefits on job satisfaction among employees in Maybank Kuala Lumpur.

Table 5

Relationship Between Benefit on Job Satisfaction

Details		Benefits	Job Satisfaction
Benefits	Pearson Correlation	1	.013**
	Sig. (2-tailed)		.000
	N	346	346
Job Satisfaction	Pearson Correlation	.013**	1
	Sig. (2-tailed)	.000	
	N	346	346

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

Relationship Between Safety and Health on Job Satisfaction

The final research objective is based on the relationship between safety and health on job satisfaction among employees in Maybank Kuala Lumpur. The finding in table 6 shows that $r(346) = .901$, $p = 0.00$, $p < .05$, which shows that there is a strong positive relationship between safety and health on job satisfaction among employees in Maybank Kuala Lumpur. The result also shows that there is a significant relationship between safety and health on job satisfaction among employees in Maybank Kuala Lumpur.

Table 6

Relationship Between Safety and Health on Job Satisfaction

Details		Safety and Health	Job Satisfaction
Safety and Health	Pearson Correlation	1	.901**
	Sig. (2-tailed)		.000
	N	346	346
Job Satisfaction	Pearson Correlation	.901**	1
	Sig. (2-tailed)	.000	
	N	346	346

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

Discussion

The study concentrated on five independent human resource management practices variables: training and development, performance evaluation, compensation, benefits, and safety and health, with work satisfaction as the dependent variable. The results demonstrate that the dependent variable of work satisfaction and all the independent variables were highly successful. The overall conclusion of the study demonstrates that there was a substantial association between each of the five independent variables and the dependent variables. In conclusion, the research demonstrates that HRM practices influence job satisfaction among Maybank employees in Kuala Lumpur.

Training and Development

Referring to the first dimension, the researcher obtained that utilizing a thorough examination of pertinent earlier works, the current study used a general quantitative inquiry approach to examine the mediating effect of job satisfaction on the relationship training and development in the banking industry. Commercial banks determined the quantitative outcome. The findings of the current study demonstrate that job satisfaction is significantly impacted by training and development. Employees are happy with their jobs and the work they do for a company. The staff will remain devoted to the organization and will be retained by it. Their relationships with the company and their comfort level there might be characterized as their sentiments of job satisfaction. According to the findings of this study and actual data, job satisfaction is critical for staff retention, which is necessary for a company to be profitable and competitive. The findings of this study are in line with the findings of the study by (Alrazeqi, 2021).

In addition, the study by (Kanapathipillai, 2020), training supports the development of positive attitudes toward one's employment and aids in the eradication of unfavourable views. This study has shown that thorough training programs provide employees more confidence at work, which improves job performance as shown in the study and increases job satisfaction. Additionally, training increases loyalty to the business, which is transmitted to the consumer and then enhances employee productivity and job satisfaction. Additionally, training provides a path for professional and personal growth, which boosts work output and increases job satisfaction.

Performance and Appraisal

According to the analysis's findings, the relationship between rather confidence and response to the previous performance is totally mediated by trust. While perceived organizational

politics completely mediates the relationship between clarifying expectations and reaction to last performance rating, which partially mediates the relationship between rather confidence, setting performance expectations, treatment by supervisor, and providing feedback, it only partially mediates the relationship between clarifying expectations and reaction to last performance rating. Meanwhile, the finding is relatively consistent with (Sumayya, 2019). It has been noted that it will respond similarly if there is any employee unhappiness with the fair appraisal procedure.

Looking at the findings against researcher (Al-Baidhani, 2022), job satisfaction is the dependent variable, while performance evaluation is the independent variable with the other dimensions. To collect data, the study employed a quantitative research method by creating a questionnaire that was modified from earlier studies. The reliability test showed that the questionnaire's items are quite dependable and consistent. The results of the correlation test showed a substantial association between performance and appraisal and work happiness. Performance and appraisal, dialogue between supervisors and employees, openness of results of performance appraisals, and procedural fairness in performance and appraisal. Thus, we can also merge with the research finding whereby performance and appraisal support their relationship against job satisfaction in Maybank Kuala Lumpur.

Compensation

Discussing focuses on the third dimension which is the dimension of compensation also resulted at significant relationship on job satisfaction in Maybank Kuala Lumpur. It has been determined that compensation and job satisfaction concurrently have a significant link based on the results of the simultaneous test. While the results of the test for coefficient determination yielded a value or a correlation coefficient of 0.076 that was suitable between pay and work satisfaction on performance. This number denotes a modest amount of association. It demonstrates how additional variables outside of this study paradigm, such as remuneration, can explain the dependent variable, which is work satisfaction. This aligns with findings of (Rinny, 2020).

The result of this study in line with the results of research conducted by (Sudiardhita, 2018) where the relationship between compensation and job satisfaction is important; it shows the impact of remuneration on employee job satisfaction at Maybank Kuala Lumpur, and this relationship is both positive and significant, according to the person who made this claim. A successful pay system should be more enticing, competitive, and motivating in addition to being just and deserving. According to the extent of the obligations assumed or the degree of complexity of the work, compensation must be enticing to employees, competitive with other organizations, and capable of motivating workers to greater performance. This implies that high employee job satisfaction is directly related to the size of the remuneration that employees receive; as compensation for work performed rises, so does employee job contentment.

Benefit

There are other factors that contribute more to raising performance level than the advantages, however they can also aid. Organizations should place more emphasis on factors other than compensation, like a nurturing environment and comfortable working conditions that enable employees to balance their personal and professional lives and this supporting by (Kadir, 2019). Apart from that, this implies that factors other than pay and benefits might also affect job satisfaction. There are other significant factors that are more crucial. Organizations

should place more emphasis on factors other than compensation, like a friendly, caring work environment and conducive conditions that allow employees to maintain a work-life balance. Next findings by (Chukwudumebi, 2018), the purpose of this study was to determine whether there is a correlation between benefits and job happiness. Benefits and job satisfaction are significantly correlated, with cash bonuses serving as the biggest motivator for productivity, especially when those bonuses were performance-based. As respondents admitted, for example, job satisfaction in Maybank Kuala Lumpur would go via looking for increasing excellent health for job happiness, there is also a relationship between advantages, and as such, it is considered as an effective welfare weapon for greater productivity.

Safety and Health

The last and final is the dimension of safety and health support on structure which also resulted at significant relationship level. Injuries including needle sticks, minor sprains and strains, abrasions, and cuts are more likely to happen to direct care workers. While these injuries are serious for the caregivers' mental and emotional well-being, they typically won't keep them from doing their jobs physically. Up to 6 months of follow-up testing for the employee are required due to the possibility that needle sticks and cuts could expose them to blood-borne viruses such hepatitis B, hepatitis C, HIV, and others. Although studies indicate that considerable anxiety and sadness are frequent sequelae, it is highly improbable that any later missed or restricted workdays because of mental health concerns will be connected to the initial injury due to recordkeeping and benefits procedures. As a result, even though the employee's cognitive and emotional capacities are impaired, the higher risk of harm will not be reflected in a proportionately increased number of days missed or on restricted duty. This finding shows that Maybank Kuala Lumpur having significant relationship and positive result safety and health on job satisfaction, the result favourable agree by finding of (Aljabri, 2020). All safety culture parameters looked at were positively correlated with higher employee safety climate composite scores. Employees at Maybank Kuala Lumpur tend to rate the patient safety culture more favourably when they have more favourable impressions of the workplace safety climate in healthcare. This shows that the cultures of patient safety and workforce safety may be mutually reinforcing, with investments and advancements in one area having a favourable influence on the other and it is supporting by (Mohr, 2018).

Conclusion

The study concentrated on five dimensions of human resource management practices namely training and development, performance evaluation, compensation, benefits, and safety and health, towards job satisfaction. The results demonstrate that there is a significant relationship between all five dimensions of human resource management practices and job satisfaction among the employees in Maybank Kuala Lumpur.

This study has shown that thorough training programs provide employees with more confidence at work and provide a path for professional and personal growth, which boosts work output and increases job satisfaction. Referring to the second dimension, Performance and appraisal, dialogue between supervisors and employees, openness of results of performance appraisals, and procedural fairness in performance and appraisal can raise a person's level of trust in the company. The employees' optimistic outlook benefits the company since they are more productive and work toward the organization's goals without expecting anything in return. Thirdly, Compensation should be enticing to employees and capable of motivating workers to greater performance. This implies that high employee job

satisfaction is directly related to the size of the remuneration that employees receive as compensation for work performed rises. Fourthly, Benefits include health, income protection, savings, and retirement plans that offer stability to workers and their families, and as such, it is considered an effective welfare weapon for greater productivity. Pertaining to the last and final dimension, employees tend to rate the patient safety culture more favourably when they have more favourable impressions of the workplace safety climate in healthcare. A more comprehensive approach to safety, which includes individual and supervisory support for safety-focused procedures and protocols, results in better adherence to safe work practices than more forceful tactics.

There are a few recommendations to improve future research based on the current research implementation. The study could be extended to plenty of different areas instead of just focusing on Kuala Lumpur, such as more remote areas and out-of-town Maybank branches. The current research adopts the quantitative style while future studies could engage with qualitative specially to use interview sessions with samples to have more answers based on open-ended questions and opinions.

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