

## **An Evaluation of the relationship between Human Resource Practices and Job Satisfaction among Young Adults Working in Private Office Settings in Karachi**

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### **Abstract**

Organizations engage in human resource practices because they are people-centered, planned, voluntary, and unrestricted from the outside. The productive workforce cannot be achieved without the four main human resource practices as; pay for performance, training, promotion policy, and performance management. This study investigates the relationship between human resource practices and job satisfaction working in private office settings in Karachi. The data was gathered from sixty-seven employees belonging to writing, technology and design, marketing, technical, administrative, accountant, and management professions respectively. The data was collected through purposive sampling method from males and females working in 9 to 5 in private office jobs. The relationship between overall human resource practices and the determinants of HRPs with job satisfaction was examined in this study. The research findings show that the overall human resource practices had statistically positive significant relationship with job satisfaction. On the other hand, pay for performance, promotion policy, and performance management also shows statistically positive association with job satisfaction. However, training and job satisfaction had no significant association with one another. The study's limitations include potential selection bias due to purposive sampling, exclusion of certain employee levels, and reliance on questionnaires, impacting representativeness and response reliability.

**Keywords:** HR Practices, Job Satisfaction, Pay for Performance, Promotion, Performance Management

### **Introduction**

Established companies nowadays owe a great deal of their success and expansion to their staff members' commitment to the company's aims and objectives (Gope et al., 2018). Since workers are regarded as an organization's most valuable asset, it follows that in order to help people be happier in their employment; organizations must adapt and match their plans and activities to the needs of the modern workforce (Meijerink et al., 2020). In order to create a workforce that is both productive and successful, organizations have invested in and adopted employee-oriented human resource (HR) practices that go above and beyond the expectations Organizations engage in human resource practices because they are people-centered, planned, voluntary, and unrestricted from the outside (Gavino et al., 2012; Luu, 2021; Meijerink et al., 2020). Not only do these practices produce a highly motivated and motivated workforce who are dedicated and devoted to achieving favorable outcomes, but they also result in satisfied individuals who are satisfied with their work (Luu, 2020). The productive workforce cannot be achieved without the four main human resource practices such as; training, pay for performance, promotion policy, and performance management. Training and development programs are highlighted as essential structural and functional elements that enhance employees' abilities, knowledge, professional skills, and overall capacity. These programs ultimately lead to increased performance levels of the employees enabling them to excel in their organization (Sattar et al., 2015). Malaolu and Ogbuabor, (2013) discussed training as a highly standardized, planned, and on-going process; to put it another way, it's the methodical learning of skills, information, guidelines, or attitudes that improve performance in a new work setting. Pay for performance refers to both money and services that employees receive for their work. An individual's performance is how well they carry out the tasks assigned to them. This includes the work they put in, the way they approach the task, the end result, and how it all ties back to their performance (Gerhart et al., 2020). As a result, companies want to recognize and acknowledge exemplary performance by promoting employees to higher positions within the company. According to Magdalena (2019), a job promotion is an advancement that grants increased authority and responsibility by moving to a higher position within an organization. An organization's promotion policy is the process by which it moves people from their existing roles onto greater levels of service within the company (Suparina, 2018). However, compensation and advancement are impossible without evaluating an employee's work, which brings us to the final HR procedure that will be performance management. Performance management in this study is explained as identification of an employee's efforts, evaluation of their work, development of mutually beneficial relationships, discussing the positive outcomes, and recruiting and selection choices made by a human resources professional or team are all goals of performance management (Qasim et al., 2012).

HR practices are viewed as means of influencing employee perceptions and attitudes to improve employee job satisfaction (Jeroen et al., 2020). Employee responses to successfully and efficiently completing work, as well as characteristics of happiness and pride demonstrated depending on a number of conditions, one of the key factors is job satisfaction (Castaneda & Scanlan, 2014). From an organizational perspective, workers who exhibit positive attitudes of devotion and sense of involvement with task performance are more likely to be satisfied with their jobs (Moro et al., 2021). Employee perceptions

of their work, whether favorable or unfavorable, also have a role in job satisfaction (Melian-Gonzalez, 2016). According to Polatci and Sobaci (2018), job satisfaction is often determined by the significance that individuals attribute to their work and the various ways in which the importance of their job affects them. Furthermore, implementing a range of HR techniques leads to increase in the levels of job satisfaction (Jehanzeb & Bashir, 2013). Numerous studies have examined various facets of HR procedures and employee performance perceptions, but they have neglected to include employee job satisfaction. By emphasizing the pay and promotion rules, performance management policies, and training and development methods in a private office environment that are thought to be indicators of employee work satisfaction, this study will close the gap in the literature.

### **Literature Review**

In this study, two major theories were used to support the analysis. Firstly, the two factor theory of Frederick Herzberg (1957) and secondly, the social exchange theory by Homans (1958) were directly relevant to the variables taken in this study. According to these theories, when an employee is content, they are more productive and efficient; when they are not, their competency and efficacy decline, which lowers their value to the organization. Employee satisfaction will increase with consistent and equitable human resource practices; employee dissatisfaction will decrease with unfair and unequal policies, which will lower motivation and job satisfaction.

Ridwan et al inferred that by offering support for training and development, employees were probably felt more competent, capable, and valuable in their roles. This will lead to increased job satisfaction among employees (Ridwan et al., 2023). According to many researchers when employees have good chances for advancement within their organization, they were more satisfied with their jobs. In other words, there was a positive relationship amongst promotional opportunities and job satisfaction (Tasman et al., 2021) Individuals who have been moved to an upper position in an organization feels more content towards their job as expect to put more hard work for further future promotions (Garba and Idris, 2021). Desa et al (2020) examined the main factors that found to greatly influence job satisfaction were training opportunities, salaries, benefits, and the support received from colleagues and superiors. Cherif (2020) discovered that there were beneficial connections between HRM practices (training and development, performance appraisals, compensation and benefits, and promotion) and job satisfaction. This means that when companies implement effective HRM practices, distinguished job satisfaction levels among employees within the organization were observed. Pay for performance refers to both money and services that employees receive for their work. An individual's performance is how well they carry out the tasks assigned to them. Nassazi, (2013) found that training raises employee satisfaction levels by having a beneficial influence on productivity. Wan et al., (2012) argued that employees who believe that decisions about promotions are reasonable are more likely to be dedicated to the company, feel fulfilled in their profession, perform better, and, as a result, be less likely to want to quit their jobs. When employees perceive that there are golden chances for promotion they feel satisfied for the respective place in the organization (Wan et al., 2012). The results of the study found that, the employee satisfaction and HRM practices have the positive and significant relationship. A parallel study was conducted by Majumder (2012) to have a better understanding of contemporary HRM practices and its impact on employee's satisfaction in Bangladesh's banking sector. The research indicated that overall HR practices had positively significant correlation with the job satisfaction.

### **Focus of the Study**

There are a large number of literature and research on the link between HR Practices and Job Satisfaction, however in this study, the researchers are more focused on the aim to explore and understand the implications that HR practices have towards job satisfaction in the private office setting. The study can help researchers to gain valuable experience and develop more knowledge and skills and to get the overview of this study. This study will be beneficial in a sense that it will provide an insight to the companies to improve their HR policies which can benefit both male and females.

### **Objectives of the Study**

- To highlight the importance of employee-oriented human resource practices in enhancing employee productivity and success.
- To emphasize the role of HR practices such as; training, pay for performance, promotion policy, and performance management on job satisfaction.
- To address the gap in the existing literature regarding the relationship between human resource practices and employee job satisfaction.

### **Research Hypotheses**

- Overall HR Practices is positively associated with Job Satisfaction.
- The components of HR practices are positively associated Job Satisfaction.

## **Methodology**

### **Sample**

The sample size for this research was sixty- seven participants, age ranging from twenty-two to thirty-five including, the data of males and females working in a private office setting environment respectively. The private offices setting in this research is referred as general staff level employees working from 9 am in the morning till 5 pm at the evening and spend their maximum hours at the office and face issues regarding the human resources. Managerial, human resource and custodial level employees were not part of this research. The private office setting environment also exclude the category of banks, freelance, call-centers, telecommunication centers, educational institutions, and hospital or clinic settings. The data was collected from general staff level employees including; Writers (content, academic and research writers), Technology and Design professionals (web developers, graphic designers, and IT professionals), Marketing experts (sales and marketing executives, digital and social media marketers). Technical staff (engineers), and Administrative staff (consultants, customer services, coordinators, and receptionist). The category of others in the occupation section of the demographics includes the employees from management and accountants job roles. The participants for this research were selected through convenience sampling method. Because the sample being drawn from the part of the population that is easily accessible and from the available group of people.

## **Measurements/Instruments**

### **Demographics**

This section is made up of demographic traits of the respondents, which comprises of age, gender, designation, occupation, number of years working in the current private office setting company, and total number of years working with any private office setting company since you started your career.

### **Human Resource Practice Scale (Gavino et al., 2012)**

HR practices was assessed with the 15-item scale which was composed of four dimensions: training (4-items), pay for performance (4-items), performance management (4- items), and promotional opportunities (3-items). It is designed to measure the effectiveness and quality of various human resource management practices within an organization. This scale also analyses the level of implementation and impact of HR practices. Participants marked their responses on a seven-point Likert scale of 1 “strongly disagree” to 7 “strongly agree”. The Cronbach  $\alpha$  for the scale was 0.94.

### **Job Satisfaction Index (Brayfield & Rothe, 1951)**

JSI was used in this study because of its ability to evaluate general or overall job satisfaction, it could potentially be used in a wide range of work environments. This scale assesses the job satisfaction levels of employees by asking them the positive and negative attitudes and thoughts they have about their work place. The test has eighteen items and combines the Likert and Thurston scaling techniques. Every item is scored on a five-point Likert scale, where five represents “strongly agree” and one indicates “strongly disagree”. Certain elements are expressed negatively, while others are expressed positively. For instance, accepting the positive statement in item 1 "My job is like a hobby to me" indicates that one is satisfied with their profession. It is a sign of dissatisfaction towards their job to agree with a negative statement, as in item 4 "I consider my job rather unpleasant". Since a high overall score indicates work satisfaction, all negative items on the scale have their scores reversed. The scale's unsatisfied end is below 54, while its satisfied end is over 54. It takes around ten minutes to self-administer the questionnaire. The Cronbach alpha test revealed that the BRJSI research instrument scales have adequate validity, and the researchers considered the instrument to be reliable with a = 0.84.

## **Procedure**

First of all, two questionnaires along with demographic section was formed and photocopied to collect data from seventy participants. Quantitative data was collected from all the employees using questionnaires which were closed-ended questions. Twenty-five participants were approached from different departments of Karachi University during evening hours. Additionally, fifty participants were approached through two different private organizations with a personal reference, which were visited for data collection purposes. The forms were handed out to the employees through a proper introduction along with their informed consent and maintaining their confidentiality throughout.

However, out of seventy-five questionnaire forms, eight forms were discarded due to incomplete and missing information. SPSS was used for data analysis. The data was analyzed first by frequency tables for the demographics section. Secondly, bivariate cross tabulation part of descriptive statistics was applied between the demographics and scale variables. Lastly, to test the hypotheses of this study Pearson Correlation Coefficient was operated for observing the relationship, strength, and directionality of the variables.

**Ethical Considerations**

It was informed to all the participants prior the data collection, that their participation is voluntary in this research, furthermore that their identity will remain confidential and anonymous. The informed consent was signed by all those participants who willingly wanted to participate in this research study. It was made sure that their personal information would only be used for the research study or publication purposes, it would not cause any potential harm to them in any ways. For the data collection process, employee’s work hours were respected and questionnaire forms were only filled in their break or free time. Besides, When the respondents were marking their options in the questions, it was being made sure that there should not be any fake or misleading responses. However, any query related to the questionnaire form was handled in a polite manner and answers to their questions were given in a way that main purpose of the study remained confidential. On the other hand, data entry into the statistical software and analyzing of results were also performed in a very careful manner to avoid any minor error.

**Results**

**Table 5.1**

*Distribution of Frequency and Percentage for Demographic Profile of Participants*

Profile	Attributes	Frequency	Percentage%
Gender	Male	24	35.8
	Female	43	64.2
Age	23-26	37	55.2
	27-30	24	35.8
	31-35	6	9.0
Educational level	Intermediate/ A levels	3	4.5
	Undergraduate	33	49.3
	Post Graduate	31	46.3
Occupations	Writers	2	3.0
	Technology & Design	27	40.3
	Marketing	22	32.8
	Technical Roles	1	1.5
	Administrative Roles	9	13.4
	Others	6	9.0

*No. of responses (n=67)*

The gender distribution of respondents was male (n= 24, 35.8%) and female (n=43, 64.2%), with cumulative percentages reaching 100.0% for females. Participants were categorized into three age groups: 23-26 (n = 37, 55.2%), 27-30 (n = 24, 35.8%), and 31-35 (n = 6, 9.0%). The cumulative percentage indicates that the majority of respondents were between (23-26 years) of age group. Education levels distributed as Intermediate/A level, (n=03, 9.3%) Undergraduate, (n=33, 49.3%) and Postgraduate (n=31, 46.3%). The distribution cumulates at (100.0%) at the Postgraduate level, indicating a diverse educational composition among the respondents. Occupations distributed among Writers (n=02, 3.0%), Technology and Design (n=27, 40.3%), Marketing (n=22, 32.8%), Technical Roles (n=01, 1.5%), Administrative Roles (n=09, 13.4%), and others (n=06, 9.0%), with each category cumulatively accounting for 100% of respondents.

**Table 2.**

*Distribution of Frequency and Percentage of Participants by their Current Experience*

Current Experience	n	%
0-2 years	59	88.1
3-5 years	5	7.5
6-8 years	3	4.5
Total	67	100.0

Current experience levels distributed as within 0-2 years (n=59, 88.1%), 3-5 years, (n=5, 7.5%), and 6-8 years having (n=03, 4.5%), cumulating at (100%) with a predominance of early-career respondents.

**Table 3.**

*Distribution of Frequency and Percentage of Participants by their Overall Experience*

Overall Experience	<i>n</i>	%
0-2 years	15	22.4
3-5 years	40	59.7
6-8 years	11	16.4
9 to 11 years	1	1.5
Total	67	100.0

Respondents' overall experience was distributed as 0-2 years (*n*=15, 22.4%) 3-5 years, (*n*=40, 59.7%) 6-8 years (*n*=11, 16.4%), and 9 to 11 years (*n*=1, 1.5%) respectively.

**Table 4.**

*Frequency and Percentage Distribution of Respondents according to their Job Satisfaction (JS) Level*

Job Satisfaction Level	<i>n</i>	%
Low Level of JS	3	22.4
Moderate Level of JS	45	59.7
High Level of JS	19	16.4
Total	67	100.0

Job satisfaction levels at low were (*n*=03, 4.5%), moderate (*n*=45, 67.2%), and high job satisfaction levels were (*n*=19, 28.4%), cumulating at (100%) with most respondents reporting moderate job satisfaction.

**Table 5.**

*Distribution of Frequency and Percentage of Participants by their Levels of Overall Human Resource Practices [HRP]*

Levels of Overall Human Resource Practices [HRP]	<i>n</i>	%
Low Level of HRP	3	4.5
Moderate Level of HRP	15	22.4
High Level of HRP	49	73.1
Total	67	100.0

Respondents' levels of Human Resource Practices were categorized into three levels. Low were (*n*=03, 4.5%), moderate (*n*=15, 22.4%), and high (*n*=49, 73.1%), culminating at (100%) with the majority indicating high-level practices.

**Table 6.**

*Distribution of Frequency and Percentage of Participants by their Levels of Overall Human Resource Practices and their Job Satisfaction Levels*

Levels of Overall Human Resource Practices (HRP)	Levels of Job Satisfaction (JS)			Total
	Low Level of JS	Moderate Level of JS	High Level of JS	
Low Level of HRP	0	3	0	3
Moderate Level of HRP	2	10	3	15
High Level of HRP	1	32	16	49
Total	3	45	19	67

*Note. Displays the distribution of 67 respondents based on their job satisfaction levels and human resource practices.*

Low HRP (Low JS ( $n=0$ ), Moderate JS ( $n=3$ ), High JS ( $n=0$ ), Moderate HRP (Low JS ( $n=2$ ), Moderate JS ( $n=10$ ), High JS ( $n=3$ ),), and High HRP (Low JS ( $n=1$ ), Moderate JS ( $n=32$ ), High JS ( $n=16$ ),), respectively.

**Table 7.**

*Distribution of Frequency and Percentage of the Participants by their Occupations and Job Satisfaction (JS) Levels*

Occupations	Job Satisfaction (JS) Levels			Total
	Low Level of JS	Moderate Level of JS	High Level of JS	
Writers	0	1	1	2
Technology and Design	0	15	12	27
Marketing	0	18	4	22
Technical Roles	0	1	0	1
Administrative Roles	1	7	1	9
Others	2	3	1	6
Total	3	45	19	67

*Note. Displays the distribution of 67 respondents based on their occupations and job satisfaction levels.*

Writers (Low JS ( $n=0$ ), Moderate JS ( $n=1$ ), High JS( $n=1$ )), Technology and Design (Low JS ( $n=0$ ), Moderate JS ( $n=15$ ), High JS( $n=12$ )), Marketing (Low JS ( $n=0$ ), 18 Moderate JS ( $n=18$ ), High JS ( $n=04$ )), Technical Skills (Low JS ( $n=0$ ), Moderate JS ( $n=1$ ), High JS ( $n=0$ )), Administrative Roles (Low JS ( $n=1$ ), Moderate JS ( $n=7$ ), High JS ( $n=1$ )), and Others (Low JS ( $n=2$ ), Moderate JS ( $n=3$ ), High JS ( $n=1$ )).

**Table 8.**

*Distribution of Frequency and Percentage of Participants by their Current Experience and their Job Satisfaction (JS) Levels*

Current Experience	Job Satisfaction (JS) Levels			Total
	Low Level of JS	Moderate Level of JS	High Level of JS	
0-2 years	2	40	17	59
3-5 years	1	3	1	5
6-8 years	0	2	1	3
Total	3	45	19	67

Current experience and job satisfaction levels of employees distributed as 0-2 years having (Low JS ( $n=2$ ), Moderate JS ( $n=40$ ), High JS ( $n=17$ ), within 3-5 years (Low JS( $n=1$ ), Moderate JS( $n=3$ ), High JS ( $n=1$ ) and within 6-8 years (Low JS ( $n=0$ ), Moderate JS ( $n=2$ ), High JS ( $n=1$ )). Table indicates that respondents' with 0-2 years of current experience have highest frequency ( $n=40$ ) having moderate level of job satisfaction.

**Table 9.**

*Distribution of Frequency and Percentage of Participants by their Overall Experience and their Job Satisfaction Levels*

Overall Experience	Job Satisfaction Levels			Total
	Low Level of JS	Moderate Level of JS	High Level of JS	
0-2 year	1	11	3	15
3-5 years	2	26	12	40
6-8 years	0	7	4	11
9 to 11 years	0	1	0	1
Total	3	45	19	67

Overall experience and job satisfaction levels of employees distributed as 0-2 years having (Low JS ( $n=1$ ), Moderate JS ( $n=11$ ), High JS ( $n=3$ ), within 3-5 years (Low JS( $n=2$ ), Moderate JS( $n=26$ ), High JS ( $n=12$ ), within 6-8 years (Low JS ( $n=0$ ), Moderate JS ( $n=7$ ), High JS ( $n=4$ ), and within 9-11 years (Low JS ( $n=0$ ), Moderate JS ( $n=1$ ), High JS ( $n=0$ )). Table shows 3-5 years of overall experienced respondents have ( $n=26$ ) moderate level of job satisfaction.

**Table 10.**

*There is a Relationship between Overall Human Resource Practices and Job Satisfaction.*

*Descriptive Statistics*

	Mean	Std. Deviation	N
Overall Human Resource Practice Scores	81.09	16.960	67
Job Satisfaction Scores	64.45	9.144	67

Overall human resource practice scores has revealed moderate scores with high standard deviation ( $M= 81.09$ ,  $SD=16.96$ ) suggesting high variability whereas job satisfaction scores shows ( $M= 64.45$ ,  $SD=9.144$ ) moderate deviations from the normality.

**Correlations**

Variables		
Overall Human Resource Practice Scores	Pearson Correlation	1
	Sig. (2-tailed)	
	N	67
Job Satisfaction Scores	Pearson Correlation	.350*
	Sig. (2-tailed)	.004
	N	67

\*. Correlation is significant at the 0.05 level. Note. N=67

Correlation between overall human resource scores and job satisfaction scores has significant positive relationship ( $r=.350$ ,  $p < .05$ ).

**Table 11.**

*There is a Relationship between Training and Job Satisfaction*

*Descriptive Statistics*

Variables	Mean	Std. Deviation	N
Training Scores	22.22	5.797	67
Job Satisfaction Scores	64.45	9.144	67

Measures of training scores indicates ( $M= 22.22$ ,  $SD=5.797$ ) low standard deviation showing less variability among respondents' scores.

Correlations

Variables		
Training Scores	Pearson Correlation	1
	Sig. (1-tailed)	
	N	67
Job Satisfaction Scores	Pearson Correlation	.170
	Sig. (1-tailed)	.168
	N	67

Table shows training scores do not have significant relationship with job satisfaction scores ( $r=.170$ ,  $p < .05$ ).

**Table 12.**

*There is a Relationship between Pay for Performance and Job Satisfaction*

*Descriptive Statistics*

Variables	Mean	Std. Deviation	N
Pay for Performance Scores	21.81	5.679	67
Job Satisfaction Scores	64.45	9.144	67

Pay for performance scores have stable mean and low standard deviation ( $M= 21.81$ ,  $SD=5.679$ ) showing less variability across respondents scores.

Correlations

Variables		
Pay for Performance Scores	Pearson Correlation	1
	N	67
Job Satisfaction Scores	Pearson Correlation	.401*
	Sig. (1-tailed)	.001
	N	67

\*. Correlation is significant at the 0.05 level. Note. N=67



Pearsons’ correlation indicates highly positive significant relationship between pay for performance and job satisfaction with the moderate association ( $r=.401, p < .05$ ).

**Table 13.**

*There is a Relationship between Performance Management and Job Satisfaction*  
*Descriptive Statistics*

	Mean	Std. Deviation	N
Performance Management Scores	21.42	5.132	67
Job Satisfaction Scores	64.45	9.144	67

Performance management scores have stable mean and low standard deviation ( $M= 21.42, SD=5.132$ ) indicating less variation across respondents scores.

*Correlation*

Variables		
Performance Management Scores	Pearson Correlation	1
	Sig. (1-tailed)	
Job Satisfaction Scores	Pearson Correlation	.262*
	Sig. (1-tailed)	.032
	N	67

\*. Correlation is significant at the 0.05 level. Note.  $N=67$

Pearsons’ correlation indicates positively significant relationship between performance management and job satisfaction ( $r=.262, p < .05$ ).

**Table 14.**

*There is a Relationship between Promotion Policy and Job Satisfaction.*  
*Descriptive Statistics*

	Mean	Std. Deviation	N
Promotion Policy Scores	15.64	3.740	67
Job Satisfaction Scores	64.45	9.144	67

Promotion policy scores has low standard deviation ( $M= 15.64, SD=3.740$ ) indicating low deviation across overall respondents’ scores.

*Correlations*

Variables		
Promotion Policy Scores	Pearson Correlation	1
	Sig. (1-tailed)	
	N	67
Job Satisfaction Scores	Pearson Correlation	.356*
	Sig. (1-tailed)	.003
	N	67

\*. Correlation is significant at the 0.05 level. Note.  $N=67$

Correlation shows positively significant association between promotion policy and job satisfaction ( $r=.356, p < .05$ ).

**Discussion**

In the conducted study, data were gathered from a total of seventy-five respondents; however, eight questionnaire forms were excluded due to incomplete responses and missing information. Consequently, the final dataset comprised sixty-seven questionnaire forms, primarily dominated by female participants.

The age distribution of the participants, revealing that the majority, constituting 55.2%, fall within the (23-26) age group. Additionally, 35.8% of participants belong to the (27-30) age group, with a mere 9% falling within the (31-35) age group. The educational background of employees in private office settings is detailed in the table 3, illustrating that 49.3% are undergraduates, 46.3% are postgraduates, and only 4.5% have an intermediate level of education.

Given that the study specifically targeted general staff level employees, it clarifies that data collection was exclusively administered within this employee category. Furthermore, the overview of participants' professional domains, disclosing that 40.3% are in technology and design fields, 32.8% in marketing, 13.4% in administrative roles, 9% in other fields such as accounting and management, and a nominal 3% in writing roles.

In terms of current work experience in private companies within Karachi, the results outlines that 88.1% of participants have (0-2 years) of experience, 7.5% have (3-5 years), and 4.5% have (6-8 years). The overall experience of the sample population shows, with 59.7% having an overall (3-5 years) of experience, 22.4% having (0-2 years), 16.8% having (6-8 years), and 1.5% having (9 to 11 years) of overall experience working in private companies.

The study examined the job satisfaction levels and overall human resource practices among employees working in private office settings respectively. It reveals that a substantial portion of employees, specifically 67.2%, reported a moderate level of job satisfaction, while a smaller proportion, accounting for 28.4%, expressed high job satisfaction. Conversely, only 4.5% of the sampled population indicated a low level of job satisfaction within private office settings. Moving on to the distribution of respondents based on the perceived levels of overall human resource practices in private companies. A significant majority, constituting 73.1%, reported high levels of human resource practices, while 22.4% indicated moderate levels. In contrast, a minor percentage, specifically 4.5%, reported low levels of human resource practices within their respective private organizations.

Furthermore, a bivariate analysis was conducted on employee's levels of overall human resource practices and job satisfaction. Notably, private organizations that implement high and moderate levels of human resource practices correspondingly demonstrate high and moderate levels of job satisfaction among their employees. Conversely, private companies that engage in low levels of human resource practices exhibit a moderate level of job satisfaction among their workforce. These findings underscore a potential association between the extent of human resource practices in private organizations and the resultant job satisfaction levels experienced by employees.

Moreover, examining the data of occupations with job satisfaction, it is evident that respondents in the Technology and Design category predominantly reported moderate and high levels of job satisfaction. In contrast, the Writers category had no respondents with low job satisfaction, but one each with moderate and high levels. Marketing professionals demonstrated varied levels, with the majority reporting moderate job satisfaction and a smaller proportion expressing high satisfaction. Technical Roles had only one respondent with moderate job satisfaction, while Administrative Roles had a more balanced distribution across low, moderate, and high satisfaction levels. The 'Others' category showed diversity, with two respondents reporting low job satisfaction, three with moderate satisfaction, and one with high satisfaction.

The respondents with 0-2 years of experience had moderate job satisfaction levels whereas 3-5 years also had moderate JS levels. However, low and high JS levels in current experience of employees' percentages were comparatively low.

Similarly, analyzing the patterns of overall experience of employees and their job satisfaction, it is evident that respondents with 0-2 years of overall experience reported moderate levels of job satisfaction, constituting the highest proportion within this experience category. For individuals with 3-5 years of overall experience, the majority reported moderate job satisfaction, with a substantial representation in both low and high satisfaction categories. Respondents with 6-8 years of overall experience exhibited a major amount of individuals reporting moderate job satisfaction, with smaller amounts in the low and high satisfaction levels. Lastly, those with 9 to 11 years of overall experience had only one respondent, indicating moderate job satisfaction.

The above mentioned results show the Pearson correlation coefficient among overall human resource practices and job satisfaction. Overall human resource practices and job satisfaction has moderate positive relationship as indicated by correlation coefficient. Simply put, as overall human resource practices increases, there is a tendency for job satisfaction to increase too, and vice versa. The correlation between these indicators showed that there was a statistically significant association at the alpha level, indicating that the relationship was implausible to have occurred randomly. The findings are supported by (Jehanzeb & Bashir, 2013) implementing a range of HR techniques leads to increase in the levels of job satisfaction. Employee satisfaction will increase with consistent and equitable human resource practices; employee dissatisfaction will decrease with unfair and unequal policies, which will lower motivation and job satisfaction (Desa et al., 2020).

Moving towards Pearson correlation coefficients between training and job satisfaction, the outcomes suggest positive but weak and linear association within the two variables. In other words, as training increase, there is a tendency for job satisfaction to also increase, although the association is not strong. Ridwan's et al., (2023), study established that employees' training not only has a positive correlation with work satisfaction but also an adverse relationship with turnover. Nassazi, (2013) found that training raises employee satisfaction levels by having a beneficial effect on productivity. Although, the

correlation is not statistically significant at the alpha which suggests that the observed correlation which has been observed could have emerged randomly, and the relationship was deemed statistically not meaningful.

Furthermore, pay for performance's and job satisfaction's association indicates a moderate positive relationship. This points towards that as pay for performance increases; there is a tendency for job satisfaction to also increase. The correlation between these indicators showed that there was a statistically significant interrelationship at the alpha level, highlighting the relevance of the observed relationship. Gerhart et al., (2020) investigated the effects of job satisfaction due to the pay and benefits. Job satisfaction was greatly influenced by pay and benefits and had a positively meaningful association among them.

Additionally, the Pearsons' correlation coefficient between performance management and job satisfaction suggests a significant and positive but weak association amongst the two variables. This implies that, on average, as performance management increase, Job Satisfaction also increases, although the association is not strong. Cherif (2020) explored the relationship of HRM practices through performance assessment and the performance perceived by employees with job satisfaction in Pakistan's banking sector. HRM practices (performance evaluation) and employees' satisfaction had a positively significant association statistically.

A meaningful and positive connection between perceived promotion policies and levels of job satisfaction among the respondents has been observed. Both indicators had moderately positive association among them. The findings indicate that as promotion policy increases, there is a tendency for job satisfaction to also increase, reflecting a meaningful association. Cherif (2020) analyzed that when the chances of promotion are high then the job satisfaction of employees also rises. The employees feel extremely satisfied with the organization when they perceive that there are excellent opportunities for promotion in their organization (Wan et al., 2012).

To summarize, the results underscore that job satisfaction is influenced by the complexity of factors among employees in the private office settings. The study highlights the importance of HR practices, pay for performance, training, and promotion policies in shaping job satisfaction among the employees. The research also revealed that overall HR practices and job satisfaction had positively moderate interrelationship between them. Training exhibited a positive but weak relationship, while pay for performance, performance management, and promotion Policy demonstrated moderate positive associations with job satisfaction. This research provides useful knowledge for the organizations who are seeking for employee satisfaction enhancement as well as optimization of their HRM strategies.

In summary, the organizations can get guidance for their policies and practices from this research's invaluable insights whose inferences expand beyond any theoretical advancement. By aligning human resource strategies with the identified factors influencing job satisfaction, a more optimistic and satisfying workplace environment can be adopted by the organizations, which will ultimately contribute towards enhanced employee well-being and organizational success.

### **Limitations and Future Directions**

The study's limitations highlight that there might be selection bias due to the usage of convenience sampling (non-probability), as participants were drawn from easily accessible groups. This could impact the representativeness of the sample and limit the study's ability to make broader inferences. Future research should aim for randomized sampling techniques which could help mitigate selection bias, ensuring that the sample is more representative of the larger population of interest. Furthermore, the exclusion of managerial, human resource, and custodial level employees might limit the comprehensive understanding of job satisfaction and human resource practices within the entire organizational hierarchy. The study's categorization of occupations may oversimplify the diversity within each category. The "Others" category encompasses a range of roles, potentially diluting the specificity of findings for certain job roles. A more diverse and representative sample should be taken so as to incorporate participants from various industries, organizational levels, and demographics to enhance the generalizability of findings in future research. Additionally, there may be response bias due to the reliance on questionnaires, as respondents may furnish replies that are socially desirable or misreport information, impacting the reliability of the data. The future researches should be focused on using both quantitative and qualitative approaches to collect the data as, in-depth interviews or focus groups discussions. These techniques, may present comprehensive understandings of employees' perceptions, experiences, and the contextual factors influencing job satisfaction.

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