The Impact of HRM Practices on Employee Job Satisfaction of Universities in Yangon Southern District

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ABSTRACT— **The broad aim of the study is to investigate the impact of HRM practices on employee job satisfaction of Universities in Yangon Southern District. 661 respondents participated in the study. Data was collected using survey method. The data were analyzed by using descriptive and inferential statistics. The HRM practices of the study are training & development, performance appraisal, compensation & benefits, working condition, equal employment opportunity, and employee empowerment. The research stated that all HRM practices used in this study have a significant positive relationship with employee job satisfaction. The study also showed that the independent variables of training & development, performance appraisal, working condition, equal employment opportunity, and employee empowerment highly impact on the employee job satisfaction in comparison with the rest two independent variables. This research provided an opportunity to know how to develop the HRM practices to increase employee job satisfaction for the organizations including TCU, TTU, MMU and EYU.**

I. INTRODUCTION

Most organizations strive for employee satisfaction, but not all attain this goal. Thus, it is important to know more about the factors that can increase employee satisfaction, and how it fits into an organization's overall success for any organization such as universities, business organizations, government organizations, and so on. Human resource is the most valuable and expensive asset for any organization and it is the source of achieving competitive advantages. The success of an organization is greatly influenced by the caliber and attitude of its human resources. Keeping workers satisfaction helps strengthen an organization in many ways, including lower turnover, higher productivity, increased profits, and loyalty. According to Rao (2000), any practice that deals with enhancing competencies, satisfaction, commitment and culture building can be considered an HR practices ("Introduction to HR practices", n.d.). Job satisfaction is a topic of wide interest to both people who work in organizations and people who study them (Omer, 2010 as cited in Bibi, Prof. Lanrong, Haseeb and Ahmad, 2012). The satisfaction of employees' in Universities is important for performance and the national education system that ultimately effect on national growth (Hackman & Lawler, 1971; Kahn, 1990; Lawler & Hall, 1970 as cited in Aneesa Bibi et al, 2012). It is important to understand their behavior and attitude to make them satisfy and increase commitment level. Thus, this paper was designed to assess HRM practices and their effect on employees job satisfaction of Universities in Yangon Southern District.

II. RATIONALE OF THE STUDY

Over the past few decades, academic researchers are focusing on work related behavior which is more critical for job as well as organizational success like job satisfaction. Job satisfaction can be best described as positive feelings about the job. Theoretically, job satisfaction is the best predictor of positive work-related outcome such as increased performance. Human resource management (HRM) is a strategic approach to the management of employees which are the people who contributes to the achievement of the objectives. Practices and policies engaged in carrying out the human resource aspect also referring to HRM. This consists of HR planning, recruitment & selection, training & development, performance appraisal, career planning, compensation & fringe benefits, reward & recognition, equal employment opportunity, employee empowerment, and so on. There are several factors that affect the satisfaction of the employees both in developed and developing countries. According to Singhal & Srivastva, 1982 (as cited in Mumtaz, Khan, Aslam, Ahmad), particularly HRM practices are a more important component of working condition that influences the job satisfaction of teachers.

In the present era, HRM is growing and progressing very fast day by day. Many people are attracted towards this field and there are also different HR courses and majors in the universities and institutes. The management and employees in the universities are needed to have awareness regarding HRM since it helps the universities to deal better with human resources and human capital resources in the universities. Accordingly, this paper was designed to investigate how HRM practices affect employee job satisfaction of Universities in Yangon Southern District.

III. OBJECTIVE OF THE STUDY

The objective of the study is to investigate the impact of human resources management practices on employee job satisfaction in the selected universities.

IV. SCOPE AND LIMITATION OF THE STUDY

This study examined how HRM practices affect employee job satisfaction of Universities in Yangon Southern District. These universities are Myanmar Marine University (MMU), Thanlyin Technological University (TTU), East Yangon University (EYU), and Co-operative University, Thanlyin (TCU). It cannot be represented the whole population of Universities in Yangon District as

well as in Myanmar due to financial and time constraints. The independent variables of this study were HRM practices and the dependent variable was employee job satisfaction. In practice, there are many types of HRM practices. However, HRM practices such as training & development, performance appraisal, compensation & benefits, working condition, equal employment opportunity, and employee empowerment were used in this study. The study used only questionnaire to gather the data, thus, it limits to get some more information. In future studies, focus interview method should be combined to get richer information about HRM practices and job satisfaction.

V. LITERATURE REVIEW FOR HRM PRACTICES AND JOB SATISFACTION

In order to achieve a sustainable competitive advantage, different types of HRM practices that organizations can use are HR planning, recruitment & selection, training & development, performance appraisal, career planning, compensation & fringe benefits, reward & recognition, equal employment opportunity, employee empowerment, and so on. Among them, this study focused on training & development, performance appraisal, compensation & benefits, working condition, equal employment opportunity, employee empowerment.

Evans and Lindsay (1999) stated that" training and development (TD) can increase the quality of the employees and this will bring advantages for the organization in the long term". Okechukwu (2017) found that "training & development and employee performance positively influence job satisfaction and there is a significant relationship between training & development, employee performance, and job satisfaction".

"Performance appraisal (PA) is a system or process of obtaining, analyzing and recording information about the relative worth of an employee" (Idowu, 2017). It imparts benefits not only to the employees but also on supervisors, management and organizations. Agyare, Yuhui, Mensah, Aidoo & Ansah revealed that there is a correlation between employee job satisfaction and performance appraisal variables.

"Compensation and benefits (CB) refer to the compensation/salary and other monetary and non-monetary benefits passed on by a firm to its employees (compensation & Benefits)". Anwar, Umair & Mujahid (2017) found that the HRM practices (Recruitment and Selection, Compensation and Pay Package, Training and Development, Rewards and Motivation) have more significant effects on employees' job satisfaction in comparison of the working environment.

"Working Conditions (WC) is the working environment and all existing circumstances affecting labour in the workplace, including job hours, physical aspects, legal rights, and responsibilities" (Ali, Abdi Ali & Adan, 2013). Kinzl et al. suggest that "a high level of job satisfaction in anesthetists correlates with interesting work demands and the opportunity to contribute skills and ideas" .

Equal employment opportunity (EEO) is the law which acts as a prohibition of employment discrimination which referred to age, religion, race, color, disability, sex, pregnancy, national origin, marital status and health-related issues (Guchait, 2007). It means that the working environment policies, practices, behaviours, and rules that are fair to every employee. All workers will be respected and valued equally by the organization. Every employee will have equal opportunity in getting a promotion, reward, training, wages, retirement, responsibility, vacation, pensions, and other benefits. Thus, the organization should provide equal employment opportunity in their workplace. By doing so, any employee will try to achieve their organizational goals.

Employee empowerment (EE) is giving employees a certain degree of autonomy and responsibility for decision making regarding their specific organizational tasks (Dr. Lakshmanaswamy, 2015). Empowerment is one of the HR practices that affect job satisfaction because every employee cannot be motivated with financial incentives. Some people are interested in authority and self-actualization and they do not give more importance to the financial benefits but more like self- respect.

Job satisfaction (JS) is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, eg., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work, etc (Akhtar, Hashmi & Naqvi, 2010).

Yeung and Bman (1997) said that HR practices can play three major roles which are building critical organizational capabilities, enhancing employee satisfaction, and improving customer and shareholder satisfaction. ("Introduction to HR practices", n.d.)

Based on the literature review, the relationship between HRM practices and employee job satisfaction can be conceptualized and depicted in Figure (1).
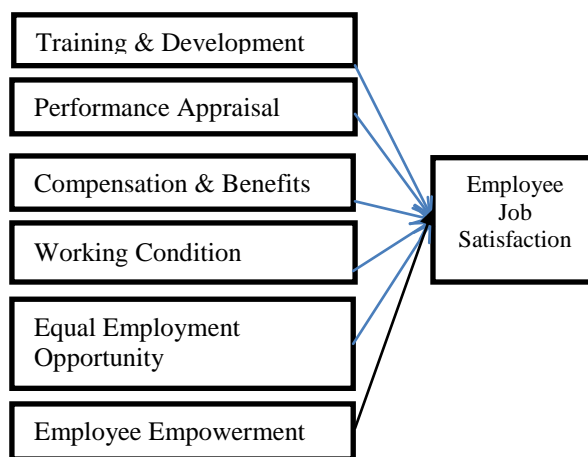

Figure 1.   Conceptual Framework of the Study

VI. RESEARCH METHODOLOGY

This study was descriptive and cross-sectional in nature. There was totally 1616 staff in the selected universities. Among them, 661 staffs or 41% of the total population participated in the current study. Among them, 128 were from TCU, 213 from TTU, 91 from MMU and 229 from EYU. Primary data was collected by using

survey method. The main instrument used for data collection was a self-completed questionnaire. The questionnaire was structured based on variables found in previous studies. This study used a five-point Likert scale (strongly disagree=1, disagree=2, neutral=3, agree=4, and strongly agree=5) in the questionnaire. Data were analyzed using the measurement of central tendencies: the mean, standard deviation, as well as frequencies, and percentages. Additionally, the inferential analysis was conducted to measure and prove the relationship between the dependent variable with each different independent variable.

VII. DATA ANALYSIS

A. Reliability Statistics of the Study

Cronbach's Alpha technique was widely employed to analyse reliability. Its value varies in between 0 to 1. But the acceptable value is required to be more than 0.6 which determines the reliability of the scales (Cronbach, 1951). For the study, the result reported in Table (1) indicated that the lowest value is more than 0.6. This means that all variables were having high reliability and consistency.

TABLE 1. THE CRONBACH'S ALPHA FOR ALL VARIABLES

Sr. No.	Variables	Cronbach's Alpha	Results of Reliability	Number of Items
1	Job Satisfaction	.913	Very Good	7
2	Training & Development	.924	Very Good	10
3	Performance Appraisal	.927	Very Good	11
4	Compensation & Benefits	.927	Very Good	10
5	Working Condition	.883	Very Good	8
6	Equal Employment Opportunity	.852	Very Good	5
7	Employee Empowerment	.923	Very Good	7

Source: Survey Data, 2019

B. Demographic Profile of Respondents

Table (2) showed that the respondents' demographic factors such as the name of the university, age, gender, marital status, education level, service in years, staff category, and job title. The population for the study was 1616 staffs. Among them, 661 staffs were selected for the study 128 were from TCU, 213 from TTU, 91 from MMU and 229 from EYU. Out of 661 respondents 126(19.1%), 259 (39.2%), 195 (29.5%), 81 (12.3%) are lying in the age group of 20-30, 31-40, 41-50, 51 and above respectively. 556 (84.1%) are female and 105 (15.9%) are male respondents. In marital status, majority of the respondents were single which consisted of 350 staffs or 53% of the total respondents. There were 311 staffs or 47% of the total respondents in marriage. According to education level, there are four categories like a diploma or bachelor holders are 247 (37.4%), postgraduate degree holders are 20 (3%), doctorate holders are 92 (13.9%) and 302 (45.7%) are having a master degree which is the highest percentage among the employees. In the length of services, 47 staffs (71%), 119 staffs (18%), 119 staffs (18%) and 376 staffs (56.9%) are lying in the group of 3 years and under, above 3 years to 6 years, above 6 years to

10 years, and above 10 years. In the staff category, 425 staffs or 64.3% of the total respondents are academic staff. The remainder 236 staffs or 35.7% are non-academic staff. In rank, 397 staffs or 60.1% of the total respondents are gazette officer. The remainder 264 staffs or 39.9% are non-gazette.

TABLE 2. DEMOGRAPHIC FACTORS OF THE RESPONDENTS

Particulars	N	%
Name of the University		
TCU	128	19.4
TTU	213	32.2
MMU	91	13.8
EYU	229	34.6
Gender		
Female	556	84.1
Male	105	15.9
Education Level		
Diploma/ Bachelor	247	37.4
Postgraduate Diploma	20	3
Master	302	45.7
Doctorate	92	13.9
Staff Category		
Academic Staff	425	64.3
Non-academic Staff	236	35.7
Age		
20-30	126	19.1
31-40	259	39.2
41-50	195	29.5
51 and above	81	12.3
Marital Status		
Married	311	47
Single	350	53
Service in Years		
3 years and under	47	7.1
Above 3 years and 6 years	119	18
Above 6 years and 10 years	119	18
Above 10 years	376	56.9
Rank		
Gazette Officer	397	60.1
Non-gazette	264	39.9

Source: Survey Data, 2019

C. Analysis of Job Satisfaction

Central tendencies measurement was used to discover the mean score for job satisfaction. Table (3) showed how to respond about job satisfaction by the respondents. Referring to the table, the mean score for each item ranges between 3.36 and 3.95, implying that the respondents have some degree of variation across the job satisfaction items. The overall mean value of 3.71 suggested that respondents have a high level of satisfaction on their job. Moreover, it also found that 83% of the respondents had a high level of job satisfaction.

TABLE 3. DESCRIPTIVE STATISTICS FOR EMPLOYEE JOB SATISFACTION

Statements	SD Freq. (%)	D Freq. (%)	N Freq. (%)	A Freq. (%)	SA Freq. (%)	Mean (SD)
I like doing the things I do at work.	22 (3.3)	135 (20.4)	124 (18.8)	346 (52.3)	34 (5.1)	3.36 .97
All in all, I am satisfied with my job.	17 (2.6)	68 (10.3)	95 (14.4)	438 (66.3)	43 (6.5)	3.64 .85
In general, I like my job.	13 (2)	41 (6.2)	81 (12.3)	443 (67.0)	83 (12.6)	3.82 .80
I like working here.	23 (3.5)	54 (8.2)	130 (19.7)	380 (57.5)	74 (11.2)	3.65 .91
My job is meaningful.	16 (2.4)	58 (8.8)	129 (19.5)	374 (56.6)	84 (12.7)	3.68 .89
I feel a sense of pride in doing my job.	12 (1.8)	29 (4.4)	84 (12.7)	392 (59.3)	144 (21.8)	3.95 .83
My job is enjoyable.	13 (2)	41 (6.2)	112 (16.9)	388 (58.7)	107 (16.2)	3.81 .85
Overall						3.70 .71

Source: Survey Data, 2019

D. Analysis of HRM practices

The study also analyzed how respondents perceived the HRM practices of their organization. For this purpose, measurement of central tendencies was used to discover the mean score for HRM practices. The higher mean score (above the midpoint 3) implies that the respondents have favourable attitude and perception on the HRM practices of their organization. Table (4) showed that the mean value for each HRM practice ranges between 3.07 and 3.62, implying that the respondents have some degree variation across them.

TABLE 4. DESCRIPTIVE STATISTICS FOR HRM PRACTICES

HRM Practices	Mean	SD
Training & Development	3.37	.72
Performance Appraisal	3.30	.67
Compensation & Benefit	3.07	.78
Working Condition	3.62	.62
Equal Employment Opportunity	3.57	.68
Employee Empowerment	3.42	.76

Source: Survey Data, 2019

The overall mean value was 3.37, implying that there was some degree of favourable attitude on the organization's training and development practices. The overall mean value of 3.30 suggested that respondents have some degree of favourable perception on the organisation's performance appraisal system. They agreed that they get the feedback and their strength & weakness from the system in practice. The overall mean value was 3.07 suggested that the respondents have no favourable attitude on the organization's compensation & reward system. The overall mean value was 3.62, implying that respondents have a favourable perception of the organization's working condition. The overall mean value was 3.57 suggested that respondents satisfied to some extent on the organization's equal employment opportunity practices. The overall mean value was 3.42,

implying that there was some degree of satisfaction on the organization' employee empowerment practice. Thus, the study concluded that the respondents have considerably favourable perception and attitude on the HRM practices except for the compensation & benefit, of the selected universities.

E. Relationship between HRM practices and Employee Job Satisfaction

Pearson correlation analysis was used to discover the relationship between independent variables (HRM practices) and dependent variables (employee job satisfaction). According to Pearson (1894), the value of the correlation coefficient varies between +1(indicates the strongest positive relation) and -1 (indicates the strongest negative relation). And then 0 indicates no correlation between two variables. For this study, the result was reported in Table (5).

TABLE 5. PEARSON CORRELATION TEST FOR ALL VARIABLES

Variable	JS	TD	PA	CB	WC	EEO	EE
JS	1						
TD	.576**	1					
PA	.600**	.749**	1				
CB	.475**	.592**	.671**	1			
WC	.637**	.572**	.608**	.623**	1		
EEO	.585**	.602**	.650**	.578**	.726**	1	
EE	.568**	.612**	.698**	.599**	.668**	.661**	1

** Correlation is significant at the 0.05 level (2-tailed)
Source: Survey Data, 2019

According to the result, correlation values of all variables were positive in this study. This proved that all of the variables have a positive relationship with job satisfaction. Moreover, p values of all variables were 0.000, implying that there was a significant relationship between all HRM variables and employee job satisfaction. It was found that if universities were systematically arranged HRM practices for their employees, as a result, employees will become more satisfied with their job.

F. The Impact of HRM Practices on Employee Job Satisfaction

Multiple regression analysis was undertaken by using SPSS in order to predict the impact of HRM Practices on employee job satisfaction.

Multicollinearity is a state of very high intercorrelations or inter-associations among the independent variables. It is, therefore, a type of disturbance in the data. It can also be detected with the help of tolerance and its reciprocal, called a variance inflation factor (VIF). If the value of tolerance is less than 0.2 or 0.1 and simultaneously, the value of VIF 10 and above, then the multicollinearity is problematic ("Complete Dissertation By Statistics Solutions": Expert Guidance Every Step of the Way, n.d).

The result was reported in Table (6). According to the result, there was no multicollinearity problem in the variables since the value of tolerance is more than 0.2 and the value of VIF is less than 10.

TABLE 6. PREDICTION OF JOB SATISFACTION BY HRM PRACTICES

Model	B	S E	β	t	Sig.	Tolerance	VIF
Constant	.635	.123		5.163	.000		
TD	.167	.043	.171	.920	.000	.40	2.48
PA	.205	.053	.19	3.898	.000	.31	3.27
CB	-.067	.037	-.075	-1.848	.065	.47	2.15
WC	.392	.051	.345	7.675	.000	.38	2.64
EEO	.101	.046	.097	2.174	.030	.38	2.61
EE	.073	.041	.078	1.782	.075	.40	2.52
R=.707, R²=.500, F-value=109.027, p=.000							

Source: Survey Data, 2019

According to the model summary, the R square value (0.50) means that 50% of the variation in employee job satisfaction can be explained by the six independent variables such as training & development, performance appraisal, compensation & benefits, working condition, equal employment opportunity, and employee empowerment. It can be concluded that the remainder 50% of the dependent variable of job satisfaction is explained by other potential factors that have not been considered in this study. According to the ANOVA, the p-value was less than 0.05. Therefore, the value of F-statistics was significant at 109.027.

Table (13) revealed that TD (β=.167, t=.920, p=.000), PA (β=.205, t=3.898, p=.000), WC (β=.392, t=7.675, p=.000), and EEO (β=.101, t=2.174, p=.030) are positively related with the job satisfaction and having significant value less than 0.05 and CB (β= -.067, t= -.075, p=.065) and EE (β=.073, t=1.782, p=.075) found insignificant and having a negative relationship with job satisfaction of the employees of the selected organizations. Moreover, the beta values of training & development, performance appraisal, working condition, equal employment opportunity are .171, .195, .345 and .097. This means that every increase of training & development, performance appraisal, working condition, equal employment opportunity 1 unit of will cause in increase of .171, .195, .345 and .097 units in job satisfaction. The study concluded that the independent variables of training & development, performance appraisal, working condition, equal employment opportunity highly impact on employee job satisfaction. Therefore, the universities need to ensure the variables which have high impact on job satisfaction.

VIII. CONCLUSION

The purpose of this study was to investigate the impact of HRM practices on employee job satisfaction of universities in Yangon Southern District. This study focused mainly on whether the HRM practices have a direct effect on job satisfaction among employees in the selected organizations. There was either positive or negative relationship between independent variables (HRM practices) and dependent variable (employee job satisfaction) based on the previous literature reviewed. However, HRM practices have a positive relationship with job satisfaction in the current study. This means that if HRM practices are accepted by employees, the level of job satisfaction will be high. This study also found that 83.2 percent (550 people) of the respondents had the job satisfaction, implying that there was a high level of job satisfaction among employees in TCU, TTU, MMU, and EYU. Besides that, the study also showed that the independent variables such as training & development, performance appraisal, working condition, and equal employment opportunity were the main reasons which caused employees to have the job satisfaction. This means that these independent variables highly impact on job satisfaction in comparison with all other independent variables. Therefore, the universities need more emphasis to improve HRM practices such as training & development, performance appraisal, working condition, and equal employment opportunity in order to achieve a high level of satisfaction.

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