



**THE IMPACT OF HUMAN RESOURCE  
MANAGEMENT PRACTICES ON JOB  
SATISFACTION IN THE IRAQI ASIACELL  
TELECOM COMPANY IN MOSUL**

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**THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON  
JOB SATISFACTION IN THE IRAQI ASIACELL TELECOM COMPANY IN  
MOSUL**

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## **THESIS APPROVAL PAGE**

I certify that in my opinion, the thesis submitted by Mustafa Talal AL-JALEELI titled “THE IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES ON JOB SATISFACTION IN THE IRAQI ASIACELL TELECOM COMPANY IN MOSUL” is fully adequate in scope and quality as a thesis for the degree of Master of Science.

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This thesis is accepted by the examining committee with a unanimous vote in the Department of Business Administration as a Master's Degree thesis. 2022 /08/19

<u>Examining Committee Members (Institutions)</u>	<u>Signature</u>
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The degree of Master of Science by the thesis submitted is approved by the Administrative Board of the Institute of Graduate Programs, Karabuk University.

Prof. Dr. Hasan SOLMAZ .....

Director of the Institute of Graduate Programs

## **DECLARATION**

I hereby declare that this thesis is the result of my own work and all information included has been obtained and expounded in accordance with the academic rules and ethical policy specified by the institute. Besides, I declare that all the statements, results, materials, not original to this thesis have been cited and referenced literally.

Without being bound by a particular time, I accept all moral and legal consequences of any detection contrary to the aforementioned statement.

**Name Surname:** Mustafa AL-JALEELI

**Signature** :

## **FOREWORD**

In the first words of this letter, I would like to thank everyone who helped me write this letter. I would like to offer my calm greetings to my great supervisor, Dr. Akram Al-Hamad, who supported me in all the points and stages of writing my letter. Without his help, I would not have been able to complete this study. I would also like to thank my dear mother, who supported me with all her strength.

I would like to dedicate this work as an award of gratitude to the owner of the great heart and abundant knowledge, my dear father, the martyr Dr. Talal Al-Jalili.

I offer my special thanks and appreciation to my family, who have always supported me through difficulties and happiness and at every level of my life (my dear wife and my dear daughters).

I would also like to thank all my dear colleagues and friends at the university who have always been by my side, helped me and encouraged me at different times. The two years with them have been so great, I wish them all success and hope that they will be the best when they lead my country in the future.

Finally, I dedicate this work to my country (great Iraq).



## **ABSTRACT**

This study aims To identify the impact of human resource management practices on job satisfaction in the Iraqi telecommunications sector. The objectives of this study are to analyze the most effective variable that impacts job satisfaction of Asiacell company. The results show that Rewards, Training & Development and training, Promotion opportunities and work relationships practices have highly significant effects on job satisfaction. It found that Asiacell company is a place where employees are satisfied with the success of their career and freedom to take the initiative, and they recommend Asiacell company as a place to work. This study suggests maintaining the rewards approach of human resources management, which has proven effective in raising the level of job satisfaction of employees; developing the training and development policy because of its impact on employee satisfaction; and recommending periodic evaluation and modernization of the reward policy to remain proportionate to their living needs.

The research also showed that the workers of the Iraqi Telecommunications Company, Asiacell, were very concerned with prerequisites of dedication to their jobs and astuteness to implement its right values and also to avoid negative occurrences such as disruptions in job and obfuscation of its achievement, as well as a deep concern for the results of work done (types and amounts) to perform the tasks as needed.

**Keywords:** Human Resource Management Practices; Rewards; Training & Development; Promotion opportunity; work relationships; job Satisfaction; Asiacell company

## ÖZ (ABSTRACT IN TURKISH)

Bu çalışma, Irak telekomünikasyon sektöründe insan kaynakları yönetimi uygulamalarının iş tatmini üzerindeki etkisini belirlemeyi amaçlamaktadır. Bu çalışmanın amacı, Asiacell şirketinin iş tatminini etkileyen en etkili değişkeni analiz etmektir. Sonuçlar, Ödül, Eğitim & Gelişim ve eğitim, Terfi fırsatları ve iş ilişkileri uygulamalarının iş tatmini üzerinde oldukça önemli etkileri olduğunu göstermektedir. Asiacell şirketinin, çalışanların kariyerlerinin başarısından ve inisiyatif alma özgürlüğünden memnun oldukları bir yer olduğunu ve Asiacell şirketini çalışacakları bir yer olarak önerdiklerini tespit etti. Bu çalışma, çalışanların iş doyumu düzeyinin yükseltilmesinde etkili olduğu kanıtlanmış olan insan kaynakları yönetiminin ödül yaklaşımının sürdürülmesini; çalışan memnuniyeti üzerindeki etkisi nedeniyle eğitim ve gelişim politikasının geliştirilmesi; ve ödül politikasının periyodik olarak değerlendirilmesini ve modernizasyonunun yaşam ihtiyaçları ile orantılı kalmasını tavsiye etmek.

Araştırma ayrıca, Irak Telekomünikasyon Şirketi Asiacell'in işçilerinin, işlerine adanmışlığın ön koşulları ve doğru değerlerini uygulamak için zekilik ve ayrıca işteki aksaklıklar ve başarısının gizlenmesi gibi olumsuz olaylardan kaçınmanın yanı sıra, gerektiğinde görevleri yerine getirmek için yapılan işin sonuçlarına (türler ve miktarlar) yönelik derin bir endişeye sahip olduklarını göstermiştir.

**Anahtar Kelimeler (Keywords in Turkish):** İnsan Kaynakları Yönetimi Uygulamaları; Ödüller; Eğitim ve Gelişim; Terfi fırsatı, iş ilişkileri; İş Doyumu; Asiacell şirketi

## ARCHIVE RECORD INFORMATION

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## ARŞİV KAYIT BİLGİLERİ (in Turkish)

<b>Tezin Adı</b>	MUSUL BÖLGESİNDEKİ İRAK ASİCELL TELİF ŞİRKETİNDE İNSAN KAYNAKLARI YÖNETİMİ UYGULAMALARININ İŞ TATMİNİNE ETKİSİ
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## **SUBJECT OF THE RESEARCH**

The impact of human resource management practices on job satisfaction in the Iraqi Asiacell telecom company in Mosul.

## **PURPOSE AND IMPORTANCE OF THE RESEARCH**

If Asiacell employees have a positive relationship to the quality of human resource management practices (rewards, training and development, promotion opportunities, and labor relations), they are likely to continue working for this company. The results of this thesis provide credence to this assertion.

Finally, this research makes a significant contribution to a better understanding of labor relations within the company Asiacell and its direct impact on job satisfaction, where the main variables in the study are (rewards, training and development, promotion opportunities, work relationships).

## **METHOD OF THE RESEARCH**

The previous chapter containing the literature review describes studies devoted to the effect of rewards, training and development, promotion opportunities, and work relationships on job satisfaction. More specifically, the variables examined in the framework of this research include; Rewards, training and development, promotion opportunities, work relationships and job satisfaction. This chapter presents the study methodology, theoretical framework and hypothesis development based on a literature review to clarify the relationships between variables (independent and dependent variables). The questionnaire was used as a data collection tool to achieve the research objective. Besides, this chapter will also provide an overview of research design, data sampling, data instrument and testing of research objectives.

## **RESEARCH PROBLEM**

The lack of a clear understanding of the relationship between human resource management practices and job satisfaction due to a limited amount of information about the study may negatively affect the future performance of employees and contribute to poor job satisfaction, reducing the chance of achieving the goals set by the organization or company. Perhaps this highlights one aspect of the importance of human resource management practices to raise the degree of employee job satisfaction.

We must bear in mind that the importance and nature of human resource management practices differ from one employee to another according to gender, age, occupation, standard of living and other variables.

### **POPULATION AND SAMPLE**

The study population consisted of employees in the Iraqi Asiacell Telecom Company. Based on the human resources department of Asiacell in Iraq (2022), the number of employees is estimated at (351) males and females. The target population of this study is the employees of Asiacell Company. The working area of the population employed in this analysis is all employees of Asiacell. Simple random samples were used in this study.

### **SCOPE AND LIMITATION OF THE RESEARCH**

This study will explain the conceptual background of the study, including the study variables: rewards, training and development, promotion opportunities, work relationships and their impact on job satisfaction.

# 1. CHAPTER ONE: INTRODUCTION

## 1.1. Background of the Study

The growth of technology and institutional business practices is one of the most necessary developments in achievement and business that have occurred since the turn of the 20th century. Because of the members' ideas and expertise that they developed through their interactions with the organization's activity, The success of the organization in accomplishing its objectives led to looking at Due to the effectiveness of its methods for managing the human element. Human resources management serves the most crucial role in the company, which is regarded as the foundation in luring and qualifying workers, carrying out the planning, hiring, and training process, and establishing incentive schemes, and assessment to guarantee their effectiveness and consistency in their work.

Additionally, due to the increased interest in HRM, telecom companies have started to set policies, guidelines, and directives that ensure labour environment, meet employees' goals and desires, and work to control their actions and activity or improve their abilities that ascertain higher efficiency, efficiency and effectiveness. As a result, institutions started to look into methods for making sure obtaining the greatest human resources, and the following are some of the mechanisms that have been developed.

HRM is a phrase that means the area of corporation's strategy that works with management and labor, preparation and planning (Ghoury, A. M. et al 2020). Because of the possible influence on the expansion of a company, HRM in the present day is receiving a lot of attention. According to a body of research, companies should obtain, improve, and manage technology, and top-notch HRM skills and procedures if they really want to stay alive and contend in the current expertise-based world economy. (Cheng, M. & Hackett, R. 2021).

HRM has advanced significantly from basic people management, in which the role of the personnel department was restricted to job advertising, hiring, payment monitoring, promotions, and other minor personnel affairs.

In the past 50 years, upper leadership has come to the outcome that the most crucial differentiators for each firm are its employees, not their goods, markets, capital,

facilities, or technology. All of a company's resources need the human application in order to produce value. Due to this realization, senior management, businesspeople, and researchers have been searching for strategies to increase employees' performance and activities related to their employment. It has improved the organization's performance.. (Salas-Vallina, A., et al, 2021).

According to (Obeidat, B. & et al, 2019), HRM refers to the procedures involved in managing the HRM components of a managerial position, such as job evaluation, hiring, screening, orientation, compensation, performance reviews, skills development, and working relationships.

Any organization that wants to have a happy, effective, and efficient workforce must implement HRM practices and procedures, where every firm needs effective human resources to handle the issues of today's constantly changing surroundings. Furthermore, the advancement, and extension of the firm depend on the success of the employees' performance and happiness. (Tchouchu, E., 2022).

The increasing interest on the part of organizations in human resources, whether public or private, has made them race to gain profits in terms of the amount and quality of such resources, to make good use of them and directly enable individuals to function at a high level by meeting their wants and needs (the human element). This increases their satisfaction with responsibilities and the work entrusted to them. This needs the adoption of effective methods for controlling such resources of Rewards for these resources, Training & Development, Promotion opportunity and work relationships.

Job satisfaction and HRM techniques, whether in a telecom company, has increased global interest during the past two decades, as many studies conducted in many countries demonstrated the major element of the impact of HRM activities in increasing job satisfaction and improving their performance, which, in turn, serves to prosper the goals of the organization.

The study aims to find out how HRM practices influence employee job satisfaction. HRM is involved with offering support and activities that create and facilitate employee satisfaction and advancement, as well as supporting staff members to maximize the effectiveness of their tasks (PANCASILA, I. & et al., 2020). The



staff's efficiency, which may be enhanced through HRM procedures, is essential to keeping a productive company or a strong economy.

Furthermore, of this new management orientation and the growing interest in attracting highly qualified labor to gain and maintain the ideas and experiences it possesses, the Human Resources Department has been adopted as a strategic method whose procedures are centered around people and aims to build an efficient workforce capable of achieving the objectives of the organization.

The researcher has undertaken the following HRM Practices in the study: (Rewards, Training & Development, Promotion opportunity and work relationships). And discusses their impacts on job satisfaction in the iraqi (Asiacell) telecom company.

The remainder of this study is organized as shown: First, the studies show a broad Background of the Study, concentrating on HRM and job satisfaction, then it offers a theoretical model and based on hypotheses. The methodology, data finding, and results are consequently presented. Finally, discussion and analysis of The results will be discussed.

Asiacell, is the first Iraqi telecommunications company, which was founded in the Kurdistan region's Sulaymaniyah city of Iraq at the end of the nineties of the last century, and Asiacell started its first business practices in the year 2000.

In the October of 2003, Asiacell was awarded a three-year GSM permission for Iraq's six northern areas, catering to a broader customer base that all shared a desire for an excellent mobile network.

The permit was issued enlarged to encompass the full Republic of Iraq in 2005. As a result, it is the only mobile communications network that provides nationwide coverage.

Asiacell obtained a 15-year license certification in August 2007, becoming the country's largest lengthy network coverage GSM telecom. The firm's groundbreaking achievements have obviously led to its growth and expansion, and it now employs nearly 2000 people. Asiacell also formed new executive offices in Baghdad, Mosul, Sulaymaniyah and other cities in Iraq to handle new business operations; today, the company provides more than 11 million users throughout the country.

Asiacell decided to go public on February 2, 2013, providing 25% of its equity in an Initial public offering that was the biggest in In the Middle East and North Africa region since 2008.

According to (Luthans,et al, 2021) job satisfaction is a conjunction of optimistic or negative emotions that workers feel at their work. Describes the degree to which expectations align with real prizes. It is also closely associated to the behavior of the person in the workplace.

According to (Griffin, et al, 2016), satisfaction is described as the development of a good attitude toward the employee's job. Employees desire to complete their work expectations in a suitable setting and under suitable conditions in order to maximize their productivity. The more their expectations are met, the more satisfied they will be at work. However, many businesses are unaware of the importance of the workplace environment in determining job satisfaction, and as a consequence, employees have faced difficulties in succeeding. As a result of their institutional weakness, such firms are unable to introduce items that are novel into the market in order to outclass their rivals.

Moreover, a study conducted in Telecom sector by (Tariq, 2013), suggested that there are different variables which were not fulfilled as the customers expected. For example, stress levels and wages at work place, or working pressure and inconsistencies with colleagues on the job and management are among the difficulties they face. This has become the rationale for job satisfaction. Finally, these factors affect organizational performance negatively.

As mentioned above, many researchers have tried to examine the level of job satisfaction in various firms. However, coming to Asiacell Company for telecom, no conducted research can help to know the job satisfaction of the employees working for the organization. This has created a big knowledge gap for the researcher. So the purpose of this study would be to enter the established knowledge gap by assessing job satisfaction at the company.

## **1.2. Problem Statement**

Communication is one of the essential aspects of our daily lives in today's world. In order to achieve our goal of determining the impact of HRM practices on job satisfaction, we used the Iraqi private sector, specifically Asiacell for telecom, as a case study in this study. Prior to the 2000s, Iraqi telecommunications relied solely on traditional telephones, as they were and still are recognized (ground phone). In addition, until 2001, there was no internet communication in Iraq (Mohammed, H.O., 2017).

HRM provide a link between the business requirement and the activity of an organization and coalesce and guide the staff members in line with the business methods (Hamadamin & Atan 2019).

In addition, it has been demonstrated that HRM has an important impact on positive institutional findings. It is noted that studies describing how HRM is shaped in organizations are condensed in the perception of “effective Management”( Fındıklı, M. A., et al., 2015).

According to (Al-Hawary & Shdefat, 2016), workers are interested in job satisfaction, which has a major effect on their work and lives. For this reason, it impacts their activities as staff members and their fealty, responsibility, collaboration, relation with the other team mindset and behavior , where Organizational management prioritizes job satisfaction.

Even though the influence on performance, administrators have an ethical obligation to preserve high levels of job satisfaction. Assorted business owners also acknowledged that a pleased employee makes a significant contribution to organizational efficiency and long-term viability (Mahmood, 2013).

There is presently no clear understanding of the relationship between HRM practices and job satisfaction because there is a limited supply of information on the study. Notably, the all-round results are ineffective and conflicting, according to (Paauwe & Boselie, 2005). Furthermore, there isn't much research in the field on the HRM impact on job satisfaction in the telecom sector in Iraq. Hence, this study is committed to exploring the impact of HRM practices on job satisfaction in the Iraqi telecom domain as its one of the most significant lucrative industries in Iraq.

This study focused on rewards, training and development, promotion opportunities and work relationships, which are among the HRM practices that have a big impact on job satisfaction( Guest & Conway, 2011).

### **1.3. Reserch questions**

The study will explore the following questions relating to the study problems::

1. Do Rewards have an effect on job Satisfaction?
2. Do Training and Development affect job Satisfaction?
3. Does Promotion Opportunity have an effect on job Satisfaction?
4. Do Work Relationships have an effect on job Satisfaction?

### **1.4. Research Objectives**

This study seeks to complete the following task goals:

1. Determine whether rewards have an Impact on job Satisfaction of Asia cell company.
2. Show whether Training and Development have an Impact on job Satisfaction of Asia cell company.
3. Identify whether Promotion opportunity has an Impact on job Satisfaction of Asia cell company.
4. identify whether work relationships has an impact on job Satisfaction of Asia cell company?

### **1.5. Significance of the Study**

The relevance of this work is seen from two distinct but complementary viewpoints: theoretical significance and Scientific significance.

### **1.5.1. Theoretical Significance**

This study followed quantitative and qualitative study methods to obtain the study objectives. The qualitative research approach and objective analysis tools were adopted to recognize (HRM) practices in the company under study. The quantitative research approach, descriptive analysis tools, and deductive analysis were adopted to measure the level of job satisfaction for its staff members, evaluate the various practices of (HRM), and show their impact on their satisfaction.

### **1.5.2. Scientific Significance**

This study provides information to the HRM in AsiaCell concerning the stage of job satisfaction of the staff members in the company in addition to the level of their satisfaction with each practice of (HRM) practices, and it also shows the practice that has the most impact on job satisfaction. This will help the management in the method of identifying the success of these practices and re-adjusting them according to the priority of the most influential in order to maintain a significant level of job satisfaction

Asiacell has (5) branches in Mosul City and this paper focuses on studying the employees from the main office of Asiacell. Preliminary data was collected in 2022 by means of questionnaires at Asiacell's head office located in Mosul. The study population consisted of (351) people, and the number of respondents to the study was (240) employees from the same company out of the total sample of the study.

## **1.6. Research Scope**

The influence of HRM practices on job satisfaction is the main focus of this study. The Iraqi Asiacell telecom company has (5) sections in Mosul. This analysis focuses on studying the staff members from the headquarters of Asiacell. Questionnaires are used to collect primary data. Primary information is gathered from the center and functional levels (experienced and new implementation personnel) at Asiacell's main office in Mosul. This study precludes employees at the highest levels of management. In this study, a survey of the intended employees is the stratified random sampling technique and sample selection methods to gather data.. Secondary

data was obtained from the articles on research study, heretofore published research study on HRM practices and Internet websites.

### 1.7. Key Terms Defintion

**Rewards:** refers to a sort of appreciation for service, merit, or suffering, and it is popularly used in the scope of employee work performance in organizations(Henderson, 2003). Rewarding employees enhances an excellent outcomes environment. This does not only motivate staff members to put in more effort, but it also helps with job opportunities. As a result, a robust payment system should be in place to recruit and retain skilled personnel and encourage them to achieve high levels of performance. The reward system contains both monetary (incentives, benefits) and non-monetary (recognition, empowerment) Incentives (Koo, B., et al, 2020).

**Training & Development:** is a critical strategic tool for boosting staff productivity (Afroz, N. N. 2018). It's also referred to as the learning procedure a set of activities that have been which was before. It is a technique placing information into action. It makes Staff members aware of the Duties and processes for directing their activities. It seeks to enhance themself existing efficiency in addition organize them in the long term labour (Kumar, 2013).

**Promotion opportunity:** is a type of motivational technique that is used to reward employees for achieving organizational goals; as a result, it serves as a means of combining organizational and personal objectives (Kian & Yusoff, 2015). According to (Pandey & Asthana, 2017), promotion opportunity is a type of employee progression that provides for greater job performance, better job performance in aspects of diluted accountability, position, finely chopped abilities, and encounter. According to (Ghaffari & et al , 2017) Promotion opportunity is among them of the basic components one which transports out dedicated changes to an staff member salaries and benefits.

**work relationships:** is described as the relationships that exist between staffs and managers in order to enhance staffmembers loyalty to the company, devotion, and respect, in addition to maintain a proper environment for employees that encourages

them to give their all in order to achieve organizational objectives ( Bajaj & et al., 2013). Developing and maintaining an engaged and competent employees is essential for effective work partnerships. Work relationships are a type of interpersonal relationship idea developed throughout the 1920s by western scholars to fill the role of the related to the growing. It is affected by industrial, technological, law system, and situational historical context in a particular area and concentrates on the subject of right and obligation, management, and abiding because of the company's and staff members' involvement as a whole of collaborating, strengthening, and relations, and is inspired by a country's economic, scientific, lawful, and sociocultural backstory. (Brhane & Zewdie, 2018).

**job satisfaction:** Job satisfaction is used in the HRM sector to reflect how happy individuals are with their tasks, their work knowledge, and the companies they work for. job satisfaction is a vital indicator that can assist assess an overall well-being of the company, this is why many businesses carryout regularly attend reviews to quantify job satisfaction and examine patterns over time. Members with high of gratification are pleased by how their industry works takes care of them (Badre, D. 2021).

## **1.8. Organization of the Study**

This study is arranged into five chapters; The **first** chapter is the introduction, which includes Justifications of the study, the purpose of the study, extent and techniques of the study and company of the study. The **second** chapter provides theoretical context and a conceptual model.. The **therd** Chapter gives methodology used to accomplish the aims of the study, Population and Sample Size, Validity , analysis on the impact of HRM practices on job satisfaction, The **fourth** Chapter analyze the impact of HRM practices on Job Satisfaction and Analysis the Hypothesis Testing and The **Fifth** chapter provides a conclusion, recommendations, and suggestions for future research.

## **2. CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Introduction**

This study aims to identify the aspects that influence job satisfaction in the (Asia Cell) Iraqi telecommunication company. This Chapter concentrates on the literature relevant to the issue, such as Rewards, Training and Development, Promotion opportunity, work relationships, job satisfaction, and variables that are dependent on "job satisfaction". This chapter reviews and clearly correlates to job satisfaction in the (Asia Cell) Iraqi telecommunication company. In general, this chapter discusses job satisfaction and HRM.

### **2.2. Overview Of the Telecommunications Sector in Iraq**

In recent history, Iraq's manufacturing sector has gone through several phases. During the twenties of the nineteenth century, the industrial operations in Iraq included cotton gins, wheat grinders, hand weaving workshops, and small ship production. During the twenties of the last century, The first law mandated by the Iraqi Republic to inspire the manufacturing economy was the cancellation of import duties for having to import manufacturing machinery and equipment. This legislation was accompanied by other legislation in 1929 and 1935, which jointly wished to enhance the manufacturing economy at the moment, and the establishment of the manufacturing bank. During the 1950s, the private industry in Iraq helped contribute to the manufacturing industry; however, this changed following the Renationalisation Legislation of 1964. (Al-Shaw & Mohamed, 2011).

Prior to the renationalisation law, the private sector contributed 84 per cent of the economic benefit in the manufacturing industry in 1960. However, this figure fell to (65.4 percent) in 1970. Food manufacturing, beverage manufacturing, smoking manufacturing, garments and shoe production, and oil refineries contributed (58.2 percent) of the additional value to the manufacturing sectors in 1964. During the 1970s, there was a noticeable progression in the transformative industrial sector, which, despite the fact that there were fewer industries producing goods but domestic manufacturing was very well protected by the government, contributed to an attempt to



monopolize some of the local products. As a result, the government imposed governmental prices in order to regulate the market (Al-Shaw & Mohamed, 2011).

### **2.3. job satisfaction**

job satisfaction is a phrase that has been used to characterize whether or not Staff members are content, and obtaining whatever they want and require at jobs. Individual welfare is the main thing for job satisfaction, the accomplishment of objectives, and good employee self-esteem in the workplace (Hamlett, 2014). job satisfaction is a measurement system that assesses job satisfaction with their activities and working conditions. Several factors that are to blame for job satisfaction have already been investigated in this research, including Rewards factors, Training and Development aspects, Promotion opportunity factors and work relationships that give employees satisfaction (Mosadeghrad, et al, 2008).

Regardless of its pervasive use in research work and everyday activities, there seems to be no agreement on what defines job satisfaction. In reality, There is also no universal definition of job satisfaction. Job satisfaction is described in a variety of methods by various studies. The following definitions are among the most widely used (Afridi & Baloch, 2018).

According to (Ghazzawi, 2008), job satisfaction was defined as the number of staff members' opinions and feelings concerning their present situation at work. Job satisfaction Scores could really range from extremely satisfied to extremely dissatisfied. In addition to having colossal perceptions, although their jobs were increasing enormously, Staff members might have emotions about their jobs in a range of methods, including their field of job, their workmates, superiors or consultants, and their salaries.

Job satisfaction is defined as personal information about staff members' preferences in their professions in contrast to such facets that are significant to them (Roodt & et al., 2002) . Additionally, (McCormick & Ilgen, 1980) said that the assumption that great job satisfaction demonstrates that Staff members take pleasure in their operate generally. Therefore, they care about it and are optimistic about it. Job satisfaction is defined as an individual's personal stance in terms of their work,

whereas an attitude is described as a sentimental reaction to a job but is either favourable or unfavourable (Spanjol, & et al, 2015).

Although businesses can use interrelated customisation and/or formalized methods, (Liao, 2011; Chuang et al., 2016) assert that international techniques for organizational learning always necessarily require the progress and application of effective practices (focuses on the best systems) that cover aspects such as special privileges, training and development, active participation, performance appraisal, and wages.

Organizational learning will aid in maintaining its competitive edge if such anthropogenic activities are designed and properly directed According to (Chuang et al., 2016; Shih & Chiang, 2005). As a result, HRM practices are meant to support organizational learning and serve as a motivator in Performance and organisational learning (Meso, & Smith, 2000).

Job satisfaction has a strong influence on business success. Moreover, other important job-related aspects, including job involvement, showed that increased job participation, employee engagement, satisfaction with life, psychological health, Job stress and cessation actions were significant in job satisfaction retention (Halbesleben, 2010; Kovjanic, et al., 2012).

Job satisfaction is a self-starter's sentimental tie and connection with the business, and something which a lot of firms want to see in their staff. (Wright, 2013) discussed that employee satisfaction is important for a company's conservation because employees are more likely to remain with the same firm than staff turnover unsatisfied because they take pleasure in their activities.

According to (Mahmood, 2013), happy jobs are more motivated and high achieving than those that are dissatisfied. Staff members who are happy will interact by making a contribution to the firm's achievement. Besides that, staff members who are satisfied will take on more responsibility they take pleasure in their jobs.

According to (Zairi, 2000), job satisfaction is the citation of high calibre, and as well as, workers are more willing to job as a group and successfully obtain the required outcomes. Besides that, staff members who are happy are always searching for good alternatives to do their employment, so it is essential for businesses to help convince

the performance level of the employees (Kallimullah et al., 2010). Hence, specialists have also long desired to study the impact of HRM practices on job satisfaction since a happy employee is informed of the precise purpose that should be fulfilled (Opatha & Uresha., 2020).

Staff members of America were more interested in contentedness with work colleagues, oversight, and wages. However, they are less interested in possibilities for promotion Opportunities, fulfilment from the job itself and organizational citizenship behavior (Lowery et al., 2002).

## **2.4. Human Resource Management Practices**

HRM has also been identified as the supervisory use of the endeavors, understanding, capability and loyalty which Individuals make contributions to an authoritative arranged human Establishments as section of an exchange of jobs to hauling out job responsibilities in a method that also allows continuing into the future (Azhar, 2019).

HRM practices are referred to as actions aimed at pooling the administration of human resources and making sure that the assets are used toward the achievement of organizational objectives(Tiwari & Saxena, 2012).

According to (Verma, et al, 2021) that HRM practices could be inputted into a variety of categories, including recruitment, planning, training and development, motivation, and Reward. Though in some ways supervisors are, in a sense, HRM because they all receive participation in tasks like recruitment, interviews, selection, and training. Most organizations also have a Human Resource branch, each from their own senior managers and There are numerous HRM Practices for the Company to embrace (Opatha, H. 2021).

HRM practices contribute to the company conclusion, areas such as rewards, training and development, Promotion opportunity and work relationships of job satisfaction which should conform, significant strategically centred. Consequently, companies establish lengthy dedication to keeping their jobs regulations (Jawaad, M., & et al, 2019).

### **2.4.1. Rewards**

Rewards, additionally known as descriptive pay (sGreen & Heywood, 2008 ; Curran & Walsworth, 2014), have risen significantly for staff loyalty and workforce development (Pendleton et al., 2009). It is among the most significant elements of any HRM practice hoped at acquiring a lengthy competitive edge advantage for any firm. Performance Rewards, linked benefit compensation, and staff retention of stocks are all spotlighted as techniques for fostering positive worker behaviors like job satisfaction (Heywood & Wei, 2006), management trust and organizational citizenship behavior (Moriones & Kintana., 2009).

These Rewards programs offer significant benefits for Personal to distributed individual exertion, arising in better achievement of levels and relevant task-related objectives. Several writers have debated the subject of reward administration from various viewpoints. A few of these viewpoints concentrate on separating reward methods into two types; Extrinsic and integral rewards. In general, extrinsic reward systems concentrate on providing performance-related salary enhancement, financial rewards, long-term incentive plans, group-based rewards, and security advantages to employees (Laursen and Foss, 2003). integral rewards come from within the employees. Challenging jobs and significant worth of work to employees are examples of integral rewards.

According to (Pitts, C., 1995) that Rewards are the Advantages acquired via the performance of a mission, business or obligation. Management of the reward system is concerned with the Regulations, Procedures, and methods employed to ensure that the involvement and achievements of individuals that approach the company are acknowledged and rewarded. Systems of rewards are intended in a way that meets the requirements of both businesses and their decision-makers and to handle employees equitably and regularly (Armstrong & Taylor, 2020).

Notwithstanding the company size or strategic planning, most researchers and managers presume that impressed, positive staff members are important to organizational achievement. One typical procedure is to provide staff with rewards, which have two options: Rewards are granted to individuals for their achievement, and recompenses are available as institution incentives, such as income monetary compensation or stock holdings (Ogbonnaya et al., 2017).

Multiple Per research has demonstrated that Rewards have a favorable worker impact perceptions, as well as proof that substitutional Rewards Structures can help with job efficiency (Green, 2004). Individuals may also labor difficult and excessively because of quality and destination Rewards, which actually results in Worry. Thus far, tiny advancement has been accomplished in collecting experimental data about whether Rewards are associated with the concept that the task is more demanding or how they can hint at worker behaviors like satisfaction in the work (Ogbonnaya, et al, 2017).

According to (Casio, 1986) to attract competent Human Resource and maintain what is provided in the business, Rewards encompasses all monetary payments and non-monetary incentives provided to workers. Rewards are among the essential variables impacting persons' incentive to increase, enhance, and continue to learn, improve efficiency, and look to enhance the employee's work achievement.

Rewards are a significant factor that increases a company's capability to entice potential, perhaps the most useful lengthy supply strategic margin, HRM (Kang & Yanadori, 2011).

The significant universal Rewards had the intention to augment the payment for individual capacities, performance, and talents, the relocate of decent wage expenses to basic salary, the splitting of previously reward bonuses into more elastic perceptions, the linking of interest to performance, and the transformation of retirement program into participatory retirement funds (Conrad, 2010). Moreover, the use of variable pay planners has changed dramatically During the twenties of the last century, with a big probability of common types of Rewards systems, implying that these planners can be used in a variety of trends (Bryson, et al., 2008).

According to (Terera & Ngirande, 2014), in research on nurses performed, it was specified that financial and In-kind Work motivation could be improved via rewards preservation. Material Performance incentives, appropriate wages, and compensation for unique talents have all been found to greatly enhance job satisfaction.

According to (Terera & Ngirande, 2014) rewards Non-material Promotion Opportunities, Child protection services, prolonged absence and recuperation

infrastructure. In addition mentioned that clinicians believe wages as the primary cause of unhappiness, which frequently led in excessive staff turnover.

#### **2.4.2. Training and Development**

Training is described as the procedure or the manner in which individuals' behaviors and sentiments are changed in order to develop their incentive and productivity. Workers' practice or the implementation of flexibility to a company's purposeful and consistent effort to expand staff members with specialist skills, enhance their abilities and quality, and adjust their perspectives (Al Salem, 2010).

Training is beneficial to modify an approach that is concerned with a person's behavior in expertise or product. In addition, Training is important to boost the human experience. Besides, gathering data is clearly lacking, and obtaining it with social behaviors and types of talents, opinions, and lifestyles to raise individual performance and effectiveness in situations required at work (Bosninih & Al-Farsi, 2003).

Training and development, according to (Madanat & Khasawneh, 2018), are ongoing efforts targeted at improving the employees' capabilities and organisation, supplying staff with the appropriate knowledge and skills to execute their duties.

Training is effective utilization of human resources that will yield a higher return in the future. As a result, in this era of globalization, training is critical. Job satisfaction is inversely linked to employee sentiments. Employees who underperform or overperform are only doing so due to differences in job satisfaction. Staff members' job satisfaction is a vital measure of success and a happy work environment.( Sareen, D., 2018)

According to (Alserhan & Shbail 2020), the development of human resources is based on the following:

- Achieving coordination between the quantitative and qualitative needs of human resources and the capabilities of the candidates.
- Work to develop the capabilities and competencies of human resources.
- The motivation of all kinds.
- Preserving the human element.

- The scope of work of the human resources unit.

Similarly, (Anwar, & et al , 2017) discovered that the program encourages training personnel to build confidence and improve services. Public employees will be able to obtain more exceptional competencies as a result of policies and training and development, and will be able to perform their tasks successfully and effectively.

Training concentrates on improving an individual's effectiveness and behavior. To increase the skills of employees, there are training kinds programs that are accessible, for instance, Direction training, Promotional training, Safety training, and so forth (Lamba & Choudhary, 2013). Training is distinct from schooling, which concentrates on ascending the capabilities to complete a particular Task, while schooling focuses on expanding expertise and perspectives viewpoints which are not usually attached to a particular impact. (Wali, et al, 2016).

There are various advantages to training, that could be classified as follows: (Joudeh, 2010)

- Training aids in lowering the amount created on the task, which results in enhancing job satisfaction.
- Employee one team spirit is increased by training since it improves their abilities and quality, lets individuals operate at the appropriate level, and reduces absenteeism and exclusion values.
- Training helps improve the relationship between the supervisors and the superiors.
- Participants of the staff's capacity to exchange ideas and information with other users in training courses enhance as a result of training.
- As a consequence of his belief in his impact on the job and that the corporation engages in people factors to maintain and maintain it, Training boosts an individual's feeling of mission on the job security.
- Training decreases the quantity of management supervision and increases the competency of trainee employees.
- When training helps in improving staff members' understanding of hazards of working, This also aids in lowering the number of work - related accidents.

- Positively influencing employee perceptions regarding their work and company.
- Improving involvement abilities in order to tackle job problems using scientific proof.
- Assist in the successful execution of the employee development idea.
- As a consequence of this raising his understanding, improving his talents, and reducing his abilities, training increases the trainee employee's production.

### **2.4.3. Promotion opportunity**

Promotion is the progress of a worker or staffer in a field to a higher level of responsibility, achievement, higher status, higher standards for competency, and the addition of earnings or salaries as well as other benefits (Abdulumuni, A. 2021).

A promotion, as per (Rinny, et al, 2020), is a transition from one post to another that involves both wage and standing improvements.

Promotion could be defined as the development of an individual's position or role in a defined order. This implies a rise in workers in a specific stadium to a good job(Asaari, et al 2019). Promotion entails giving more culpability and staff members' responsibility. In simple phrases, promotion is to transfer a worker to a higher placement. Employment promotion has a number of factors, specifically for requirements and accomplishment, Promotion is the most prevalent form of internal movement of staff in a company (Carson, et al 1994).

(Gupta, 2011) described a promotion opportunity as a higher-level position with additional obligations, a greater role, and a higher reward. It is an individual progression in the company structure. However, individuals that achieve are rewarded and compensated by promotion, which inspires them to commit extra. A reward is also possible a substantial portion of an individual's life and work, and That has the possibility to significantly affect their inspiration. Staff members will get urged to do extra activity productively as well as quickly as a consequence of the promotion, which will benefit anyone who wants to enhance his abilities. Workers will be contented as an outcome of the promotion for a long period.



Promotion opportunities may result in more responsibility; an expansion of work roles and obligations is common for promotion opportunities, which is why staff members pay close attention to them. Companies with greater opportunities for advancement seem to be more sure to garner a big talented workforce to their person pool (Tadesse., 2017).

Despite the fact that earnings and salary rise, the promotion opportunity leads to higher job satisfaction, which implies that Employees value the promotion directly. Establishments now have a non-monetary instrument to work out commitment and other favorable activities from their workers. Realistic guesstimates among these influences can exhibit how useful promotions are at encouraging persons to do business more. Likewise, personal perceptions about promotion might have a substantial effect. Staff who feel that they are not going to be promoted during this period could lessen their job except if they presume. They will be promoted In the coming period (Kosteas., 2011).

Many more job aspects are extremely significant for a worker to feel inspired (Rahman & Hoque, 2014). It includes the labor itself, as well as remuneration, advancement possibilities, supervision, and coworkers. According to (Macey, et al, 2009), a business can support employees by providing regular promotions and evaluation systems in the work environment. Employees, on the whole, believe that promotion possibilities are a vital part of their careers and lives. Other elements of the job, such as Challenges, might be substantially affected by promotion.

Promotional possibilities aid firms in avoiding the pitfalls of a staff that is obsolete and unacceptable. Development of one's profession. as stated by (Kleiner, 2001), gives staff members capacity-building projects a long-term vision. The kind of job that staff members want to accomplish may alter as the company employees expand and adapt. However, According to (Gopinath & Shibu, 2014), Promoting staff members to enhance job satisfaction might be hard except if there is proof that promotions will truly address job satisfaction problems. The reasons for job disaffection are certain variations persons are merely dissatisfied with their present jobs or believe the organization is underusing their skills; others are dissatisfied because of overall working conditions or poor partnerships with their managers.

Promotion, going to depend on the conditions, may be a viable idea for growing job satisfaction.

According to (Steiner, 2018), there are two types of promotional opportunities that are not competitive. A promotion can occur as a result of a desk audit, which includes a review of duties by a certified classifier which determines that the employee's position has been reclassified to include substantively new and higher-graded duties and responsibilities. An "accretion of duties" method of promotion is what it's called. When an individual is employed with the possibility of automatic promotion, or when an individual has "full promotion potential" several grade levels above the original grade level, the second form of non-competitive promotion occurs.

#### **2.4.4. Work Relationships**

Work relationships are at the center of a variety of organizational procedures. They clarify how persons manage their jobs and establish work (and balance between performing) delightfully, how managers prompt individuals, how staff members organize work across positions, and how companies create coalitions. Employees' relationships discuss why they keep their work and why they quit. They describe why some staff members do very well while others underperform. They also discuss how businesses can enhance and prepare complicated products, as well as why they can't. (Heaphy, et al., 2018).

The study of work relationships within organizations is an intriguing comparison, as labor unions are recognized for their intransigence and refusal to change, whereas entrepreneurial Projects are progress and ready to react to market demands with inventive, flexible changes (Student., 2020).

According to (Flanagan, et al, 1996), hiring staff, training, reward, and various other workplace conditions problems have altered after Union polls were a success in the small Establishments.

However, while the link between work relationships and job satisfaction is generally strong, the structure of this relationship is still poorly understood; in particular, the internal structure of the relationship is unclear, as previous work design models included mediators and moderators in the relationship. However, further

analysis has called this structure into question, as new analyses did not entirely fit the data. (Peiró, et al, 2020).

Work relationships have the main role in creating and upholding work politics. Improved jobs strengthen a beneficial environment which accordingly links to job satisfaction among staff members (Azim et al, 2010). Staff members in an Establishment with strong good collaborative relationships are more effective in doing their jobs, and less inclined to leave the Establishment for another, As per (Arimie & Oronsaye, 2020). Furthermore, a company with excellent work connections develops a bond between the employers and the employees that promotes trust, cooperation, and esprit de corps.

Individuals' empowerment improves work relationships due it boosts straight to the purpose of the organisation through broadening specific skills and granting powers to the workers to make the decision traditionally (Samwel, 2018).

According to (Appelbaum, et al, 2013), work relationships refer to the relations between vocational organizations. Work relationships have a powerful connection with job satisfaction. Work relationships can augment the financial situation of the laborers and supply chances for staff members to have a say in the leadership and affect in procedure for making a decision as a result of which improves job satisfaction among the staff members.

Work relationships have been aptly described as a procedure for communication for training, correcting, and perfecting staff members' skills, attitudes, and conduct, and a good self-control management tool can completely right poor individual performance somewhat than be used as a punishment and that this has definitely enhanced supervisory quality and managers leadership (Long, C. S., et al., 2012).

Research in the telecommunications industry (Anasi, 2020) demonstrated that several factors, such as workload and strain on the workplace environment, could result in job dissatisfaction.

In a study done by (Gill, 2008), it was discovered that there are a lot of connections between confidence as the component of work relationships and job satisfaction. This symbolizes that a worker who satisfies confidence as a behavioral

requirement of a person is prone to having a higher level of job satisfaction and is dedicated to staying with a company. According to (Luddy, 2005), in his research about job satisfaction between workers carried out at the Public health organization in the "Western Cape" it suggests that there is relation between job satisfaction and works relationships. This gives rise to staff members having greater dedication and effectiveness to continue to stay with the company. These practices are asserted to be vital to business prosperity and better governance since they help to improve conditions for workers, safety and health, retaining employees, workplace environment, and overall organizational performance at the work environment for employees (Muthoka, 2017).

(Taylor & Westover, 2011), discovered that employee support was much more firmly related to job satisfaction than managerial support. Although work relationships with supervisors and staff members impact job satisfaction, they can impact job satisfaction on various levels.

The staff members who are dissatisfied with their work are usually unproductive, less cooperative, and experience high-level sickness absence and turnover, and they are constantly willing to engage in rioting and subvert (Hurley & Estelami, 2007; Testa & Miller, 2009).

## **2.5. Underpinning Theories**

There is a considerable number of theories in relation to HRM practices and job satisfaction. Organization behavior research classified theories of job satisfaction into two board categories content and process theories.

### **2.5.1. Content Theory**

The content theory of job satisfaction explains how the employee needs to change, including why individuals' needs differ at various times. Recognizing an individual's need helps us to find what inspires that individual. The majority of contemporary theories acknowledge that inspiration starts with an individual's needs. Needs are inadequacies that reinvigorate or trigger behaviors to meet those needs. The

greater your need, the further inspired you are to meet it. In contrast, a satisfied want is not transportable (Durant, et al, 2006).

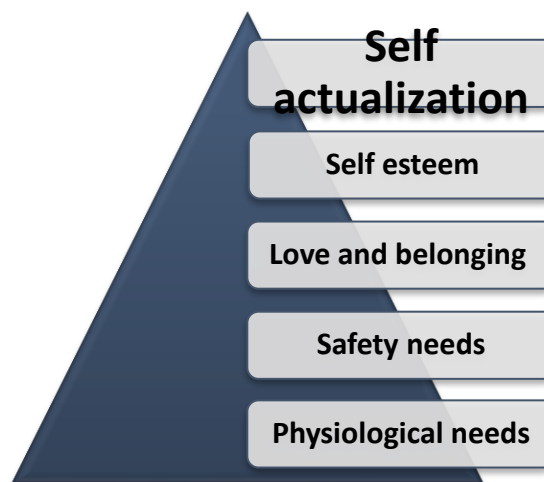
### 2.5.2. Maslow's Needs Hierarchy Theory

According to Maslow (1943), an individual's motivation/satisfaction needs can be classified into five categories: Health needs, security needs, social benefits, sense of worth needs, and self-actualization are all factors to consider.

According to (Durant, 2006), Maslow's Theory states that once one of these level requirements is met, it no longer inspires. As a result, the next greater level of requirement for the employee must be the start of stimulating him or her to feel pleased. Requirements, on the other hand, are influenced by the degree to which they are burdened and the extent to which that human wishes to meet those needs. Furthermore, (Karimi, 2008) asserted that individual need fulfillment is committed by a number of factors, featuring the degree to which each individual's wants are differentiated and met by various aspects of his or her life.

This study explains that Maslow's needs theory is the first incentive theory that is placed as the base for job satisfaction theory. This theory provided a solid foundation for early academics to build job satisfaction theories.

Maslow's (1943), Hierarchy of Needs, drawn in figure 2.1 which, identified five levels in his need:



**Figure 2.1:** Maslow's hierarchy of needs Source: (Hopper, E., 2020).

### **2.5.2.1. Self actualization**

Maslow viewed recognised self-actualization as the strongest possible level in his need hierarchy. This hierarchy is arranged more developed from powerful to weaker and needs in the context of the immediacy with which they require a reaction: safety, esteem needs, physiological needs, belonging needs, and the requirement for self-actualization.

The first fundamental needs are shortfall needs, whose discontent leads to a psychological shortfall. Self-actualization nevertheless is required, and it is the craving to develop and achieve our realize our possibilities. The bottom level needs ought to be gladdened further than The amount of dissatisfaction must be reduced in order to for a better degree to be reached blossoms.

According to (Gopinath, 2020) study, there is a relationship between empathetic intellect and self-sufficiency. Empathetic intellect is the most influential influencing factor of self-awareness, particularly since the self-perception factor of empathetic intellect plays a significant position in the self.

There is a highlighted link between self-actualization and job satisfaction, and there is a substantial and visible link between a variety of characteristics of Self-Actualization and Job Satisfaction. This deduced that the Job-Satisfaction of economic pioneers could be augmented by giving training on Self Actualization (Gopinath, 2020 b).

### **2.5.2.2. Self-esteem**

Self-esteem is defined as one's negative or positive self-perceptions, and it is additionally a valuable individual asset for coping with sustaining and dealing with stress (Feng,et al, 2018).

According to (Tae, et al, 2012), Self-esteem can mitigate the relation between a multitude of emotions and psychological anguish; decreased self-esteem could put persons at a more melancholy risk when dealing with critical stress factors.

Self-esteem is linked to job satisfaction from both active and passive impacts. According to (Sharma & Manani, 2012), the higher the employees' self-esteem, the stronger job satisfaction markedly, and this reveals the increased degree of motivation

for the job resulting in increased levels of work performance. As a result, it is linked to better job satisfaction (Yang, et al, 2016).

According to certain research, self-esteem can boost self-trust, the capacity to interact with stress and weariness, and impact job satisfaction and worker findings. It's worth noting that a negative self-perception can have a detrimental impact on how employees evaluate their own talents and abilities, resulting in a lack of respect for their own potential (Satuf,et al 2018).

### **2.5.2.3. Love and Belonging**

Maslow presumed that Relationships that are friendly and personal with a particular group or groups were essential human requirements (Hale, et al 2019).

Employees at this level believe there is a great connection among all levels of workers in terms of working as a group and offering patience and advice to the workers.(Maslow, et al, 1995).

### **2.5.2.4. Safety needs**

When all physiological needs are satisfied and no longer sustain thoughts and behaviors, security needs can become involved. While individuals have little consciousness of their security requirements except in situations of distress or social disorganization (such as pervasive rioting), workers frequently exhibit signs of fear and a desire to be safe.

Other methods of job satisfaction include job protection, sufficient health care benefits, and decent working conditions. Staff members could be supplied with safety clothing , health, and environmental elements, which could be strictly followed in the workplace. One could boost employee inspiration by negotiating group medical assistance, insurance, and pension plans. It is also job critical to ensure the employees' continuity and job security (Jonas, 2016).

#### **2.5.2.5. Physiological needs**

According to (Deci & Ryan, 2000), Physiological needs may be used to clarify the way essential psychological requirements are met at the job and may be significant in exhibiting workers' job commitment and loyalty. The self-determination theory is a process theory of motivation that consists of people pursuing objectives in order to achieve their needs.

According to (Deci & Ryan, 2000), individuals have three interrelated basic psychological requirements that must be satisfied for them to operate ideally. Independence, expertise, and connectedness. The need for independence is a person's innate desire to have control over the initiation and maintenance of behavior.

The need for requirements specification refers to a person's unique desire to have a sense of accomplishment in the work environment in order to achieve intended results and to succeed in difficult jobs (Deci & Ryan, 2000). The need for connectedness symbolizes a person unique right to connect, to truly care, in addition to being liked and cherished (Baumeister & Leary, 2017). because essential psychological requirements are said to enhance physical and mental well-being (Van den Broeck et al., 2010), the extent to which basic psychological needs have been met may be important for their professional continuance commitment.

#### **2.5.2.6. Herzberg's Two-Factor Theory**

Herzberg's theory is presumed to be the most satisfactory design for studying job satisfaction. According to (Kim, 2009), there are more components that may either gratify or dissatisfy laborers in carrying out their commitments called job-satisfiers or inspirational variables and job discontent or hygienic practices variables. Job satisfiers (motivators) are related to job content, according to Herzberg. Job satisfiers are features of the job that contribute to the employees' happiness. Motivators are features of a job that take into account aspects like acknowledgement, responsibility, advancement, achievement, and the job itself.



## **2.6. Relationship between Reward and Job Satisfaction**

Funds in the form of compensation or something else is noted by many people as the most evident extrinsic incentive. (Armstrong, 2006) suggested that unworthy payment can cause dissatisfaction and can have an effect on the final result of the task. Even though individuals motivating factors differ, it can be assumed that money encourages employees and provide positive motivation. And also it serves as a highly noticeable means of recognition.

Self-starter merit-based incentives are applied by almost all businesses and have become exponentially popular in other big countries. One necessary reason that merit-based incentives are found to have an optimistic attitude influences a number of significant opportunities, Like job satisfaction, salary satisfaction, purpose stay and actual retention (Froese, et al, 2019).

Intrinsic rewards come in a variety of forms, all of which boost employee happiness and total job productivity. Some of these benefits are in the form of career opportunities. Satisfaction has a strong influence on staff members' performance. Thus, the study of the relationship between these factors is unquestionably significant and of great interest for future studies (Pancasila, et al. 2020).

According to (Hassan, et al. 2020), job motivation, efficiency, and satisfaction can all be increased if the business's wage system is well managed. The employees in the company are dissatisfied with their current wages. This might indicate that the salaries are not achieving the workers' anticipations, and they would prefer a higher salary. Managers need to consider this component because, when enhanced, it can increase workers' productivity.

**H1:** There is a statistically significant effect of the Rewards on job satisfaction for employees of Asia cell company.

### **2.6.1. Relationship between Training and Development and Job Satisfaction**

Satisfaction with training and development is an important predictor of career decisions (Santhi & Kavitha, 2020). It is a factor that job candidates consider during the job-search process. According to (Ranstad's, 2001) North America Job Review questionnaire of (2600) American and Canadian staff members, 80 percent said having received training that improves their abilities and talents was a crucial element of what they searched for in employment. According to the findings of a 2000 Lucentcare survey of (271) network administrators, the chance to discover new skills was the most essential predictor of job satisfaction (Claypool, 2017).

HRM practitioners must examine how training and development activities impact the staff members who engage in them in order to complete this task. They must be cognizant of how workers perceive the training and development activities that are offered to them, as well as the elements that contribute to job training satisfaction from the individual's perspective. Though it may not be the only option to look at training and development processes, it is critical that HRM practitioners do so because this is the structure against which workers evaluate the organization's training and development selections. As a result, organizations that strive to meet these intrinsic desires are frequently rewarded with trust, fealty, self-esteem and satisfaction. (Jehanzeb, & Mohanty, 2018).

According to a study conducted by (Latif & Abideen, 2012) in four big telecom firms in Pakistan, training and development programs has an impact on staff members' job satisfaction and job performance. More lately, research published by (Khan, et al. 2016) among Pakistan telecom staff working, The findings revealed a positive and significant relationship between training and development activities and job satisfaction.

**H2:** There is a statistically significant effect of Training and Development on job satisfaction for employees of Asia cell company.

## **2.6.2. Relationship Between Promotion Opportunity And Job Satisfaction**

According to (Rast & Tourani, 2012), promotion opportunity means the action of elevating a worker in the organization's environment, which typically results in increased obligation and status. A better compensation bundle for those who have supported individuals are happier when they recognize they have good future career opportunities. This can be construed as opportunities for advancement and advancement in their current workplace or better opportunities to look for available jobs. Overall, it is claimed that individuals are less satisfied at work if they believe they have fewer opportunities for growth. Businesses provide training and development opportunities to employees in order to enhance their overall performance of the company, or to increase an individual's ability to perform through learning, typically by modifying the employee's behavior or raising their skills and experience (Latif, et al, 2013).

(Sageer, et al, 2012) support this view by categorising Promotion as a substantial accomplishment in life. It guarantees and provides more compensation, commitment, authority, autonomy, equivalent opportunities to enhance regardless of gender, a training system, the ability to use skills and talents, and a higher status. According to this study, opportunity promotion determines the individual's level of satisfaction.

According to (Pergamit & Veum, 1999), the bigger the opportunities for promotion, the higher the employee job satisfaction. Job satisfaction is ascertained by contentment with promotion as well as job satisfaction. When employees have faith they have a good opportunity of getting promoted, they are satisfied with their present situation in the firm (De Souza, 2002).

**H3:** There is a statistically significant effect of Promotion opportunity on job satisfaction for employees of Asia cell company.

### **2.6.3. Relationship Between Work Relationships And Job Satisfaction**

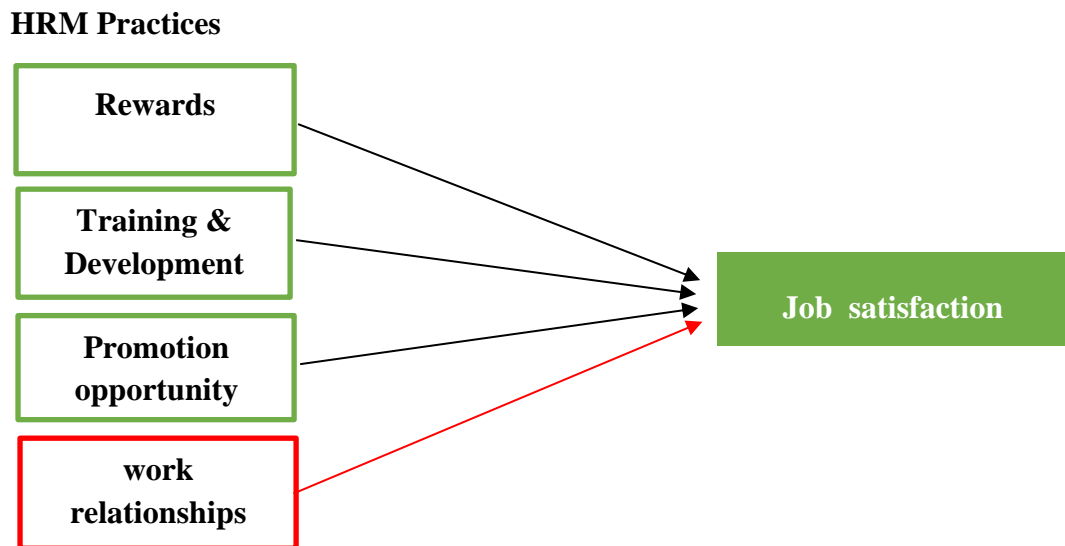
Every worker usually requires their supervisor provides them with assistance, guidance, and management. The supervisor's support is essential for job satisfaction and performing one's responsibilities well at work. When employees believe they are

getting assistance, treatment, and support from their manager, they develop feelings of being appreciated, heard, and cared for, and then they become satisfied at work and energize to add more value systems. The main purpose of performance evaluation is to assess the effectiveness and focuses on the perceptions and views of colleagues, bosses, other leaders, and even individuals themselves (Jackson,et al, 2003).

**H4:** There is a statistically significant effect of work relationships on job satisfaction for employees of Asia cell company.

## 2.7. Research Framework

The staff members are questioned about what extent HRM practices are applied at Asia cell company. And then, the staff members will be asked whether they are satisfied or not with the HRM practices of Asia cell company. Finally, This study is subject to investigate the HRM practices of Asia cell company and to analyze the impact of HRM practices on Job Satisfaction. According to previous studies, The model of this study has been established and is depicted in Figure (2.2).



**Figure 2.2** Research Framework of the Study

HRM practices characteristics are Rewards, Training and Development, Promotion opportunity and work relationships. HRM practices attributes are employees' job satisfaction. HRM practices such as Rewards, Training and

Development, Promotion opportunity and work relationships affect the employees' job satisfaction.

Based on the theoretical framework, where this framework was built on the basis of previous studies, where researchers and studies that were relied on in this study recommended that we use the independent variable iv, where the studies found that there is an effective relationship between the independent variable and the dependent variable Job Satisfaction. This is part of our contribution to this study. It is Work Relationship, and this new variable was adopted based on the study. It was recommended that we use the new variable Work Relationship with the three variables, which are (Rewards, Training, Development and Promotion Opportunities) and its effect on Job Satisfaction.

## **2.8. Chapter Summary**

When an employee feels poorly applied HRM practices, his job satisfaction will decline, and this syndrome impacts the company in general. Job satisfaction is a crucial point for workers. Several studies nowadays concentrate on this point due to the high business competition and the large number of options that a worker has. The practices of HRM were used as dependent variables, and job satisfaction as an independent variable. The link between the dependent variables and the independent variable was determined. This chapter shows the relationship between HRM practices and job satisfaction by describing the hypotheses that pertain to the study.

### **3. CHAPTER THREE: METHEDODOLOGY**

#### **3.1. Introduction**

Examples of the study on work satisfaction were offered in the previous chapter's literature review. The elements that are especially looked at in this research include rewards, training and development, opportunities for promotions, working relationships, and job satisfaction. The study methods, theoretical framework, and hypotheses developed based on a survey of the literature are presented in this chapter to show how the independent and dependent variables relate to one another. To achieve the study goal, the questionnaire was employed as a tool for gathering data. A summary of the study design, data sampling, data instrument, and testing of the research purpose is also included in this chapter.

#### **3.2. Research Design**

A framework or paradigm for doing research initiatives is the research design. It outlines the steps required to gather the relevant data and information needed to formulate or respond to research questions. Simply said, the study design is shown in the overview plan.

The most suitable research methodology for this kind of examination is quantitative. It is used in the current study. The quantitative approach examines a system of inquisition by establishing relationships between various factors that may be condensed into numerical data and applied to the entire population. ( Jeschke & et al., 2015).

Additionally, quantitative results are based on the author's capacity and justifications for supporting the theory and results. It describes a methodology that heavily relies on systematic empirical relationships in order to increase knowledge. This kind of study employs a foundation and assumption that gives rise to precise elements, hypotheses, and concerns through assessment, observation, and theoretical analysis. ( Ishtiaq, 2019).

Survey and descriptive measuring techniques were employed in this study. The influence of human resource management methods on work satisfaction at the Iraqi telecom business Asiacell was investigated using this descriptive methodology, which was also utilized to identify the traits that address who, when, and what kind of issues are being faced. Additionally, the survey technique will be used in this study to create questionnaires and collect data on the influence of Asiacell's human resource management methods on employee job satisfaction. As stated by (Choudhury & Chitra, 2006), a measuring tool for gathering information from a sample of the research community is a questionnaire. Therefore, the data will be collected by distributing the questionnaire to Asiacell employees company in the city of Mosul.

### **3.3. Population and Sample Size**

In the research, the term "population" relates to the total number of people, occurrences, or items of interest that the researcher must investigate (Bougie & Sekaran, 2019). According to (Cresswell, 2012), a population is described as a collection of persons that share comparable qualities and other characteristics that may be recognized and studied by a researcher. Because it contains departments such as residences or organizations, as well as people to whom the findings of the questionnaire must be generalized, the population is the universal aspect from which the sample is drawn.

Mosul city boasts the largest population, the greatest cultural variety, and the greatest variety of nationalities, as well as a differed vary of economic operation. The people who taken part in this study are all employees of five branches of Asiacell Telecom company.

Based on the statistics published by the World Population Review (2022), the Mosul population is estimated to be 2,000,000. The target population of this study consists of Employees who are works in Asiacell telecom company It is found between multiple items and sample size (Hinkin et al., 1997; Kozak, 2002 Tinsley & Tinsley, 1987) Largely size is invaluable for obtaining precise results of the analysis, as the

sampling error reduces with growing sample size as, According to (Osborne & Costello, 2004; Uhl & Schoner, 1969).

The participants in this study were the employees of Asiacell Communications Company in City of mosul. Two hundred and thirty-four (234) employees were used in this study out of a total number of two hundred and forty (240) employees. They were two hundred and thirty-four (234) employees, consisting of one hundred and thirty-nine (139) males and ninety-five (95) female employees.

The researcher chose the employees of the headquarters of Asiacell Telecom in City of mosul as respondents to this study because it was assumed that these employees had worked for their job satisfaction in the company in order to meet the difficult human resource management challenges in the Asiacell Telecom Company in City of mosul.

### **3.4. Data Instrument**

In this study, the main data were used. The survey questionnaire used to identify respondents and primarily to provide data for this study's research topic topics is the source of primary data. Descriptive information was gathered from publications, journals, newspapers, and websites. Descriptive data is primarily used to comprehend events and identify knowledge gaps. The researcher will also benefit from developing the literature review and fortifying the research framework..

The instruments the researcher uses to obtain data for the examination of the subject under study in order to arrive at a definitive truth are known as data instrument tools. The questionnaire is used to gather data for the current investigation. It is known to be the most practical and easy tool for data collection in the research community, and in this study, the questionnaire chosen is a close-structured questionnaire developed by the researcher where the respondent has to answer one of five questions. It is based on the 5-Likert Scale by designing some special questions and restricting the options.



### 3.4.1. Job Satisfaction

In this study, the satisfaction definition is described through dimensions that effectively encapsulate the term. Prior studies indicate limitations in the use of a single approach, and therefore, in this thesis,

Job satisfaction is a general indicator of how content and pleased an individual is with their job. (Hackman and Oldham, 1980). What a person desires from their employment and what they believe it to be offering or entailing determines how satisfied or unsatisfied they are with their jobs. (Locke, 1969). (Hulin & Judge, 2003) referred to psychological reactions to a person's employment as having cognitive (evaluative), affective (or emotional), and dimensions as job satisfaction.

Studies have revealed a strong positive correlation between HRM practices and work satisfaction (Kaya et al., 2010; Mudor and Tooksoon, 2011; Majumder, 2012). (Kinnie, et al. 2005) found that satisfaction with some HRM practices is linked to a commitment to the job, which is also related to job satisfaction. These studies did not focus on PMs in the construction industry. For example, (Kaya, et al. 2010; Majumder, 2012) investigated the banking sector, while (Parvin & Kabir, 2011) studied the pharmaceutical sector. Thus, this study measures overall job satisfaction with Six items (Table 3.2).

**Table 3.1:** job satisfaction Scale Items

Ser.	Attributes
1	Whenever matters go very well work, your participation is frequently acknowledged
2	My position requires autonomous thoughts and behavior
3	Staff feel there are many genuine prospects for advancement
4	The employees use all their skills and abilities on the job.
5	Employee pay is allocated equitably in relation to their degree of competence and education
6	This company motivates me to do my best at work
7	I would take practically any sort of job responsibility, To continue working for this firm

**Sources :** Adapted from (Hoff, K. A., 2020; Davidescu, A. A., & et al 2020)

### 3.4.2. Rewards

Within corporations, a reward is a system of components used to repay employees' performance and boost their motivation (Benati & Coccia, 2018). In addition to physical components (such as compensation and other incentives), reward systems can also incorporate immaterial components (e.g., reputation and job responsibility). Rewards inside public organizations, in particular, have a significant impact on how well public officials and civil servants perform and are motivated, committed, and satisfied with their work (Bowman, 2010). Pay provided by firms to employees in exchange for their contributions to achieving goals is a key component of incentive systems (Heneman and Judge, 2000). Pay is frequently utilized as a retention tool for top talent as well as a performance reward (Gardner et al. 2004).

According to (White, 2016), in the public sector of Europe and the US, there are three primary ways that monetary rewards might change: (1) the method and site of pay determination; (2) job grading and categorization; and (3) pay progression systems.

**Table 3.2:** Rewards Scale Items

Ser.	Attributes
1	Human Resources Management provides information on social security and the retirement system.
2	The employee can find out his wages for the overtime hours.
3	Human Resources Management has clear standards for pay and compensation.
4	Human Resources Management has standards for rewards and incentives.
5	Employees receive the benefits that they require from the company.
6	The results of the performance appraisal shall be taken into account in determining the incentives for employees.
7	The wage system is updated by taking advantage of the outputs of the performance appraisal and training systems.

Sources :Adapted from ( Davis, A. 2014)

### 3.4.3. Training And Development

systematic development of the knowledge, skills, and attitudes that employees require to complete a certain activity or job is referred to as training and development (Abiodun, 1999). Employees who believe that training is always available are more likely to feel emotional ties to their firms, which makes them less inclined to leave

their jobs (Ashar, M., & et al 2013). Training is a significant factor in determining whether an individual stays on the job, according to (Lazear, 1986)..

Moreover, managers that offer possibilities for training and assistance with career growth promote employee development and increase engagement (Mone, & London, 2018). Six terms related to training and development in total were employed (see Table 3.4).

**Table 3.3:** Training and development Scale Items

Ser.	Attributes
1	Human Resources Management is concerned with training employees in a manner that suits their functional needs.
2	There are training programs to suit the capabilities and levels of all employees.
3	Human Resources Management can identify individuals nominated for training and qualification based on their training needs.
4	The organization is interested in training quality.
5	Human Resources Management has a number of qualified competencies to prepare and train new employees.
6	Human Resources management uses some scientific and professional competencies from outside the organization if necessary.

Sources :Adapted from ( Falola, & et al, 2014; Salas, E., & et al, 2012)

#### 3.4.4. Promotion Opportunity

According to Gounder and Govender (2018), promotion is "the transfer of an individual to a higher rank of employment." According to several experts, a clear and positive connection exists. Between work satisfaction and promotion chances, that relationship is substantially connected with job satisfaction (Okuna, V., et al 2020). The belief that workers are being treated fairly is what drives the favorable relationship between promotion and job satisfaction.

Promotion, which has an impact on other parts of work experience, is a crucial aspect of an employee's career. They are an essential component of labor mobility for employees, usually resulting in significant income increases (Serin, H., et al, 2022). The two most important areas of work satisfaction for predicting future resignations are pay satisfaction and happiness linked to job security, but satisfaction with regard to advancement chances is not a significant predictor (Iqbal, H., et al 2018).

The foundations of work promotions, according to Saputra et al. (2016), include seniority, job performance, amount of loyalty, and honesty. By focusing on employee happiness with promotions, a small number of managers estimate how promotions affect employee satisfaction. Five factors were used to analyze Promotion opportunities, with managers who have been promoted feeling more satisfied with the prospects for promotion and having higher expectations for future promotions (Paarsch & Shearer, 2000). (see Table 3.5).

**Table 3.4:** Promotion opportunity Scale Items

Ser.	Attributes
1	Promotion is usually used as a reward for achieving the organization's goals.
2	Promotion leads to enhanced responsibility and improved incentives.
3	The failure rate is higher when employees are recruited abroad than when they are promoted internally
4	the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization.
5	The higher the chances of promotion, the higher will be the job satisfaction of the employees.

**Sources :**Adapted from (Cobb-Clark, D. A. , 2001; Ngan, & Tze-NGai, 2019)

### 3.4.5. Work Relationships

Relationships are sometimes described as two or more things interacting over time in a predictable manner. Relationships are conceivable between people, positions, organizations, groups, and even societies (Ferris, et al., 2009).

Relationships are made up of interactions, which can also be referred to as connections, exchanges, moments, or episodes. They are regulated by laws or standards, and interactions within them have a tendency to take on some regularities and patterns. Relationships may be classified according to the quality of the interactions that make them up (e.g., positive, negative, neutral, or ambivalent). (2007's Sluss & Ashforth )

**Table 3.5:** work relationships Scale Items

Ser.	Attributes
1	The employee is provided with the necessary information about the objectives of the organization by the management.
2	Communication between management and employees contributes to avoiding tension and conflict within the organization
3	High level of functional communication between employees
4	High level of communication between employees and management
5	Participation in social clubs and professional complexes.
6	Personal harmony among group members.

**Sources** :Adapted from (Dutton & Ragins, 2017; Methot, Melwani, & Rothman, 2017; Sluss & Ashforth, 2007)

### **3.5. Data Analysis Technique**

In order to identify the conclusion, help decision-making, and uncover crucial information, data analysis is used to check, clean, inspect, transform, and model data. The researcher will analyze the data in this study project using SPSS software, version 21.0. The reliability test, correlation analysis, and other SPSS features are appropriate for texting the answer in this study.

#### **3.5.1. Reliability Analysis**

Reliability analysis is the test's initial step. Validation processing (Wells & Wollack, 2003). Reliability analysis is employed to examine the measurement items in terms of their internal consistency. Specifically, it is carried out by calculating Cronbach's Alpha (Cronbach, 1951), and reliability coefficients for the new set-up dimensions for evaluating and testing items. Cronbach's alpha refers to a statistic that examines the questionnaire items' internal questionnaire (Cronbach, 1951). Cronbach's Alpha ranges from 0 to 1.00, with a value close to 1.00 indicating high consistency (Wells & Wollack, 2003). For high-stakes standardized examinations, internal consistency coefficients of at least 0.90 are required, but for lower-stakes standardized tests, internal consistency coefficients of at least 0.80 or 0.85 are required. (Wells & Wollack, 2003). The reliability coefficient is suggested to be 0.70 or higher (Lehman, 2005; Wells & Wollack, 2003). On the basis of ( Bougie & Sekaran's 2019) study, he established that reliability analysis lower than 0.60 is poor,

while 0.80 is good. The summary of the obtained reliability coefficient of the items is presented in Table (3.6).

**Table 3.6:** Summary of Reliability Coefficient

Reliability coefficient	Remarks
<b>Less than 0.60</b>	Poor
<b>0.70</b>	Acceptable
<b>0.80</b>	Good
<b>0.90 and more</b>	Excellence

**Sources :** ( Bougie & Sekaran , 2019)

### 3.5.2. Descriptive Statistics

Descriptive statistics analysis, which includes frequency, percentages, means, and standard deviation, provides information on respondents' general perceptions of each questionnaire category ( Cavana, 2001). Descriptive statistics are chosen because they accurately reflect the traits of a person, group, organization, or circumstances, such as their behavior, views, talents, beliefs, and knowledge. It was in line with the most recent research, which shows that studying hotel behavior necessitates gathering information in order to verify a theory. In order to calculate the mean, median, and standard deviation from interval data, descriptive statistics must be used (Wen, 2006). In particular, the central tendency and degree of variability in the distribution of the variables are determined using both the mean score and standard deviation. Because the variables were scored using a 5-point Likert scale, there were three levels of mean score interpretation: low, moderate, and high. Specifically, mean scores of 1-2.99 were deemed low, 3.00 to 4.99 were considered moderate, and 5.00 to 7.00 were considered high (Lopes, 2012)

**Table 3.7:** Summery of Descriptive Analysis

Mean score	interpretation
<b>1.00 – 1.99</b>	Low
<b>2.00 – 3.49</b>	Moderate
<b>3.50 – 5.00</b>	High

**Source:** (Lopes, 2012)

### **3.5.3. Correlation Analysis**

Based on a previous study conducted by (Cavana, 2001), evaluating the variant in one variable to another set provide the correlation. Measurement of any link between two variables is hence an important statistical methodology (Bewick, Cheek, & Ball, 2003). The R-value of the correlation coefficient also relates to three specific goals, including:

- 1) Determine the statistical significance of the correlation coefficient.
- 2) To assess the degree of relationship.
- 3) To determine whether there is a positive or negative relationship between the variables. (Hair, Money, Samouel, & Page, 2007)

According to research by Coakes et al. (2010) and Sekaran (2003), a score of 1.0 (plus 1) indicates a complete positive association. If not, a complete negative correlation of -1 will exist (minus 1). The strength of the connection is shown by the value, while the significant positive and negative indicates the orientations (Coakes et al., 2010)

### **3.6. Summary**

This chapter acts as a manual for carrying out this study. This chapter's introduction discusses how the study design and methods proceed from one step to the next, starting with the creation of hypotheses, the creation of questionnaires, and the gathering of data. This chapter also describes the analysis tools that have been customized for use in this research endeavor. The researcher will use SPSS software to analyze and interpret the data after collecting all of it from the questionnaire-based survey. Additionally, the workflow, organization, study design, measurement, and data gathering.

## **4. CHAPTER FOUR: DATA ANALYSIS AND HYPOTHESIS TESTING**

### **4.1. Introduction**

The objective of this chapter is to examine the data gathered via the questionnaire. A descriptive analysis of organizational and personal characteristics is included in this chapter and will be examined. This chapter also includes a study of the data and hypothesis testing and the outcomes that address these inquiries.

### **4.2. Sample Distribution due characteristics**

The characteristics below show the respondents in terms of gender, age, education, years of experience, monthly income and marital status in the company:

#### **1- Gender**

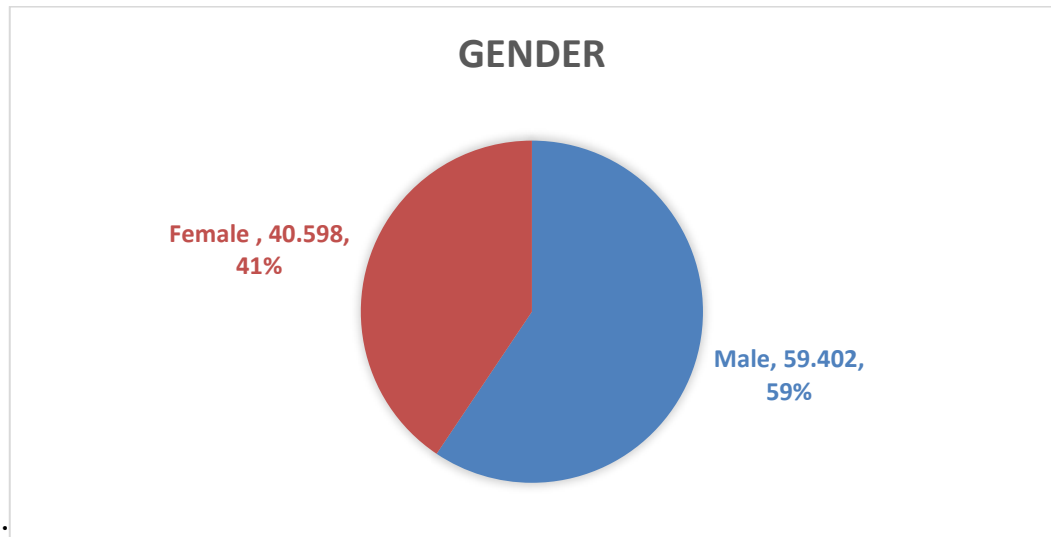
The study sample reached (139) male individuals (59.402) % while (195) female members reached (40.598) %.

**Table 4.1:** Distribution of the study sample according to Gender

<b>Gender</b>	<b>N</b>	<b>%</b>
<b>Male</b>	<b>139</b>	<b>59.402</b>
<b>Female</b>	<b>95</b>	<b>40.598</b>
<b>Total</b>	<b>234</b>	<b>100</b>

This result can be represented by the following graph





**Figure 4.1 :** Distribution of the study sample according to Gender

## 2. Age :

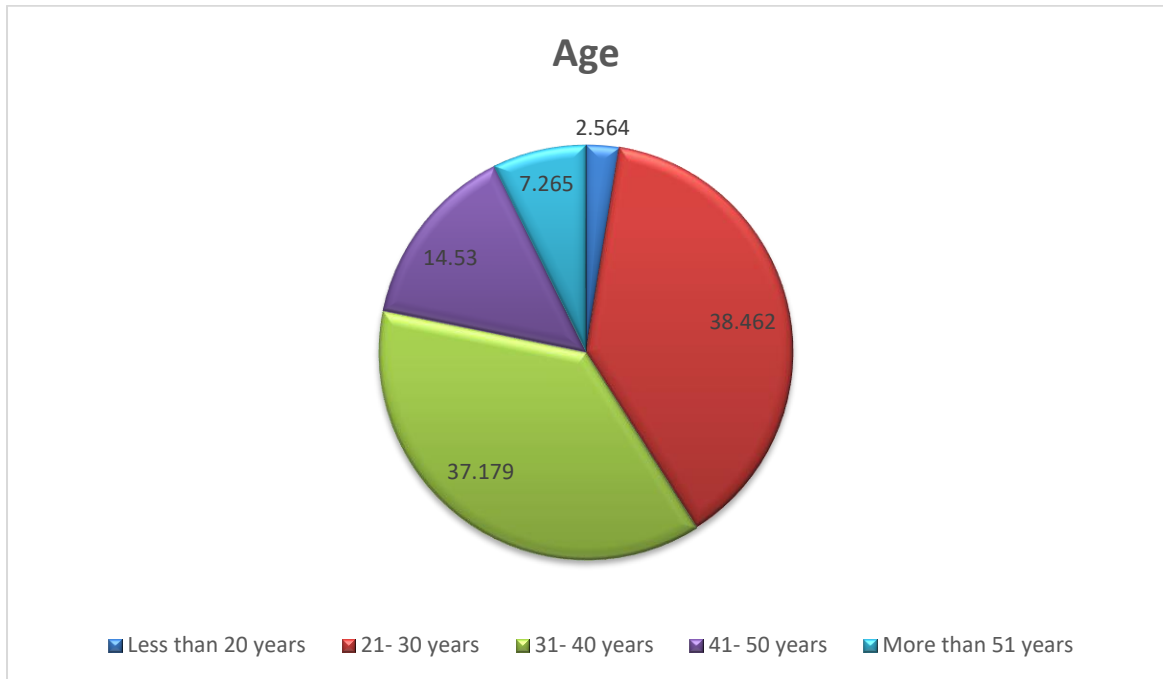
The examination test was isolated by age into five classes.

The responses of the research sample aged less than 20 years (6) were 2%, 564% responded, while the number of those aged 21-30 years (90) was responsive by (2.564%) 38,462%) and the number of respondents (37,179%) and those aged 41-50 years (34) Responders (7.179%), more than 51 years (17) responders (7,265%).

**Table 4.2:** Distribution of the study sample according to Age

Age	N	%
Less than 20 years	6	2.564
21 30 -years	90	38.462
31 40 -years	87	37.179
50 -41years	34	14.530
More than 51 years	17	7.265
<b>Total</b>	<b>234</b>	<b>100</b>

This result can be represented by the following graph:



**Figure 4.2 :** Distribution of the study sample according to age

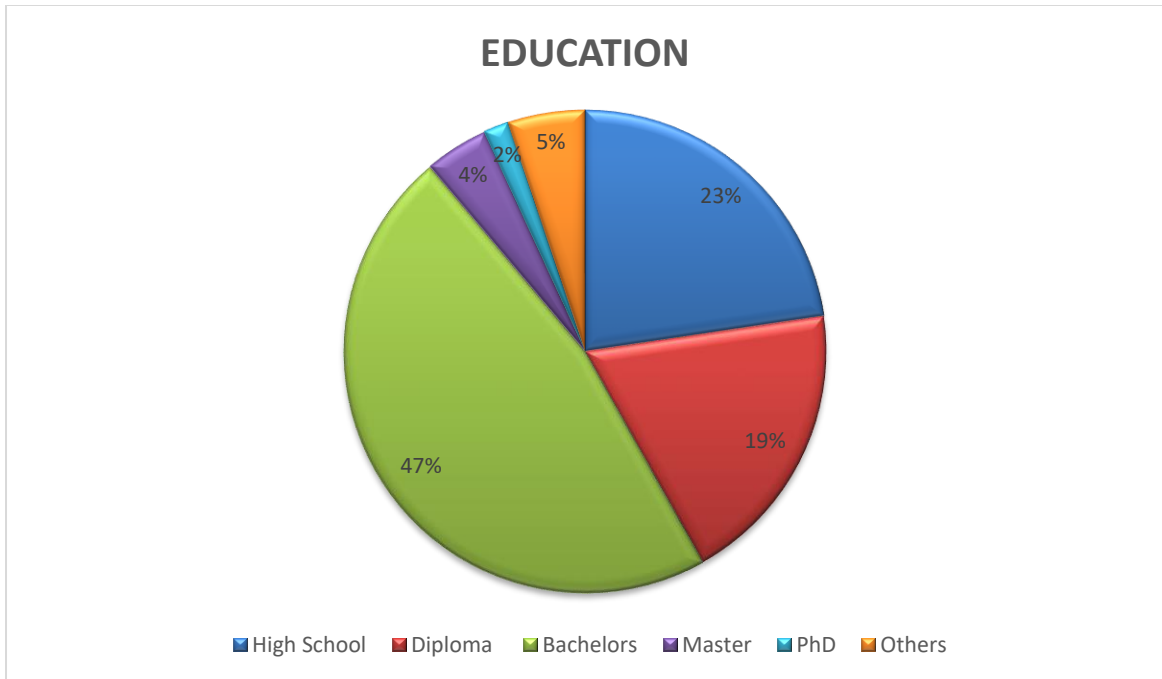
### 3. EDUCATION:

The responses of the high school sample (53) were 22,650% responsive, while the number of people with a level of education (diploma) (45) was responsive (19,231%), and the number of bachelors (110) responded (47.47%). 009) The number of people with a level of education (Master) (10) responded by (4.274%), the number of people with an education level (PhD) (4) responded by 1.709% and the number of people with an education level (Others) (12) responding by (5.128%)

**Table 4.3 :** Distribution of the study sample according to education

EDUCATION	N	%
<b>High School</b>	53	22.650
<b>Diploma</b>	45	19.231
<b>Bachelors</b>	110	47.009
<b>Master</b>	10	4.274
<b>PhD</b>	4	1.709
<b>Others</b>	12	5.128
<b>Total</b>	<b>234</b>	<b>100</b>

This result can be represented by the following graph:



**Figure 4.3 :** Distribution of the study sample according to education

#### 4. Years of experience

The response was divided according to years of service into five sections. Search sample responses with a service (less than 12 months), (6) were responding (2,564%). While the number of people with years of service (From 1-2 years) (108) was responded by (46,154%). The number of people with years of service (from 2-3 years) (108) was responded by (46,154%) and the number of people with years of service (2-3 years) 50) was responded by (21,368%). The number of people with years of service (3-4 years) (30) responders (12.821%) and the number of people with years of service (over 5 years) (40) responders (17.094%).

**Table 4.4 :** Distribution of the study sample according to Years of experience

Years of experience	N	%
<b>Less than 12 Months</b>	6	2.564
<b>From 1-2 years</b>	108	46.154
<b>From 2 - 3 years</b>	50	21.368

<b>From 3 – 4 years</b>	30	12.821
<b>More than 5 years</b>	40	17.094
<b>Total</b>	<b>234</b>	<b>100</b>

This result can be represented by the following graph:



**Figure4.4** : Distribution of the study sample according to Years of experience on the job

## 5. MONTHLY INCOME (IQD)

The response was divided according to Job title into seven sections.

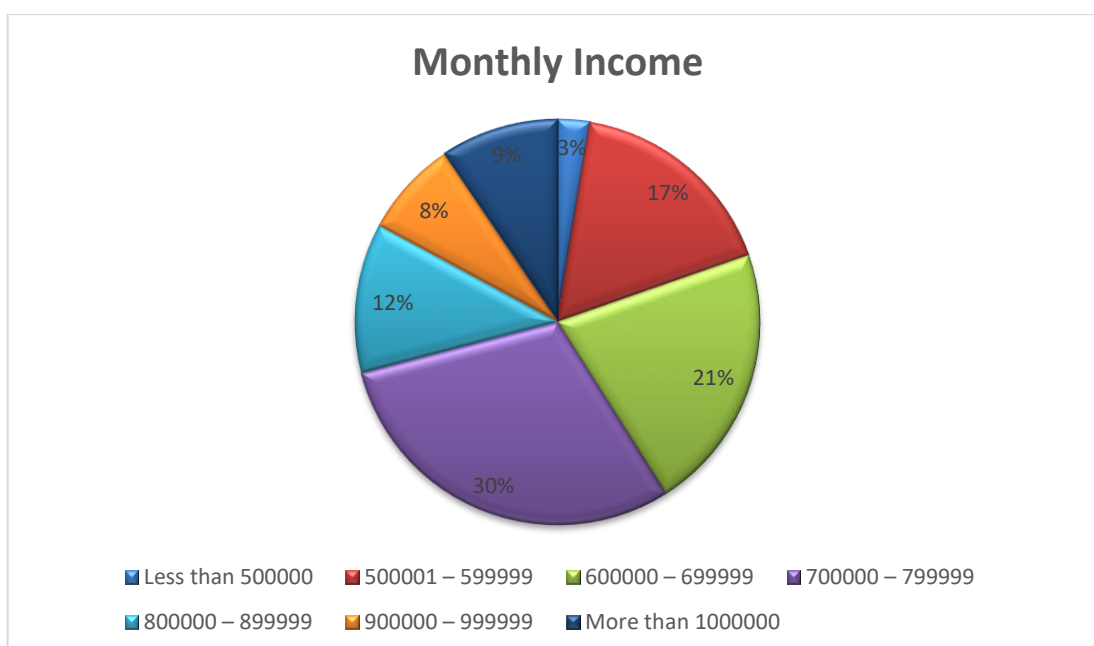
The number of people (Less than 500000) was (6) people with a percentage of (2.564) %m (500001 – 599999) was (40) people with a percentage of (17.094) %, (600000 – 699999) was (50) people with a percentage of (21.368) %, and (700000 – 799999) was (70) people with a percentage of (29.915) % and (800000 – 899999) was (28). People with a percentage of (11.966) % and (900000 – 999999) was (18), people with a percentage of (7.692) %, and (More than 1000000) was (22) people with a percentage of (9.402) %.

**Table 4.5** : Distribution of the study sample according to Monthly Income

Monthly Income	N	%
----------------	---	---

<b>Less than 500000</b>	6	2.564
<b>500001 – 599999</b>	40	17.094
<b>600000 – 699999</b>	50	21.368
<b>700000 – 799999</b>	70	29.915
<b>800000 – 899999</b>	28	11.966
<b>900000 – 999999</b>	18	7.692
<b>More than 1000000</b>	22	9.402
<b>Total</b>	<b>234</b>	<b>100</b>

This result can be represented by the following graph



**Figure 4.5** : Distribution of the study sample according to Monthly Income

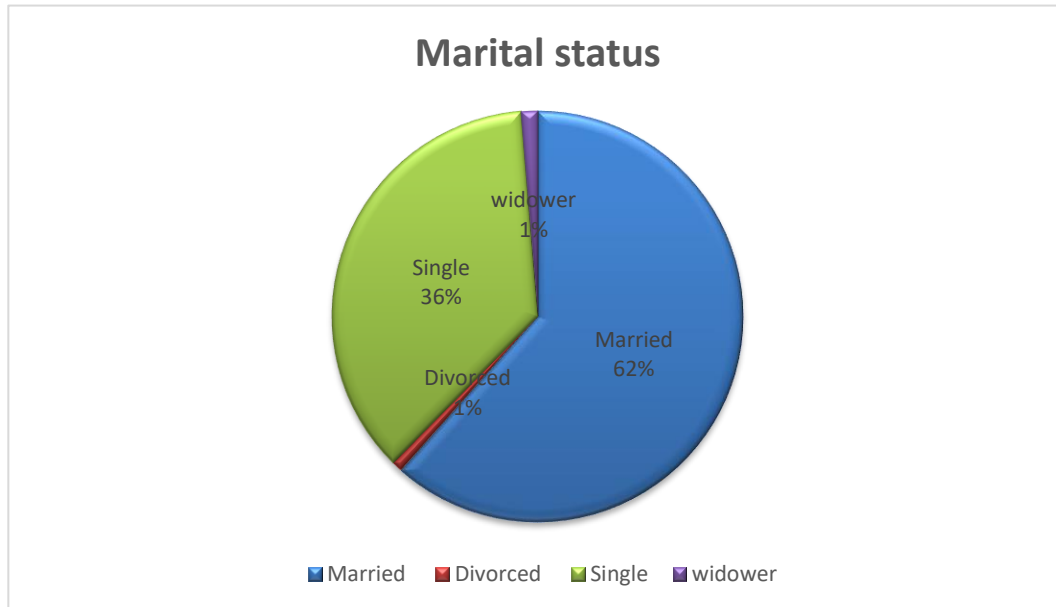
## 6. Marital status

The assessment test was isolated by Marital status into four classes, and the amount of the examination test for those who got Married was (144) individuals, ( 61.538 ) % and the amount of the examination test for those who were single was (85) individuals, ( 36.325 )%. In addition, the amount of the assessment test who had a divorced authentication reached (2) individuals, ( 0.855 ) % of the assessment test, and the amount of the examination test for those who were widowers, (3) individuals, ( 1.282 ) % of the examination test.

**Table 4.6** : Distribution of the study sample according to Marital status

Marital status	N	%
<b>Married</b>	144	61.538

<b>Single</b>	85	36.325
<b>Divorced</b>	2	0.855
<b>widower</b>	3	1.282
<b>Total</b>	<b>234</b>	<b>100</b>



**Figure 4.6** : Distribution of the study sample according to Marital status

### 4.3. Reliability

To ensure that the study resolution is stable and that it measures the paragraphs designed to measure it, and that the same results or similar results can be obtained if the study is repeated in converging conditions and using the same resolution, Cronbach alpha coefficient has been computed as an internal consistency indicator and quality of the resolution vertebrae. This measure is one of the methods by which the pentagram calculates the scale's stability used to answer its paragraphs. If the value of the factors is greater than (60%) the result is statistically accepted. The higher its value indicates the higher the stability of the study tool, but if the value of the stability factor is less than 60%, the research instrument has a weak level of stability ( Bougie & Sekaran, 2019).

Table (4.7) displays the results of the independent and dependent research variables' Cronbach Alpha tests for each of their several aspects.

**Table 4.7:** The variables reliability values

Variable	Item number	Reliability	Remarks
----------	-------------	-------------	---------

coefficients			
Rewards	7	0.811	Good
Training & Development	6	0.825	Good
Promotion opportunity	5	0.827	Good
work relationships	6	0.824	Good
Job Satisfaction	7	0.823	Good
Total	31	0.812	Good

Table (4.7) data demonstrate that the reliability values for the Questioners aspect range (0.811- 0.827) while the reliability value for the tool as a whole was (0.812). This value is appropriate for this type of study.

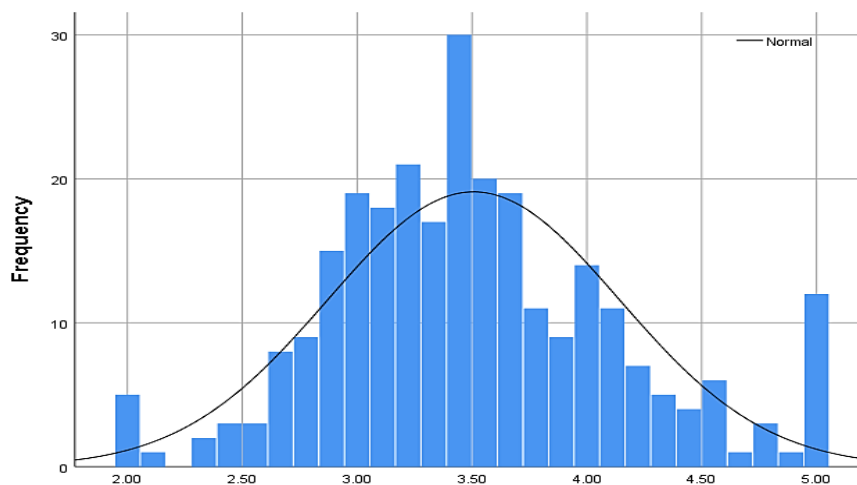
#### 4.4. Test of Normality

The table displays the results of the Kolmogorov-Smirnov test of normality. Normality of Test.

**Table 4.8:** Tests of Normality

Tests of Normality						
	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
	.051	234	0.180	.972	234	0.876
a. Lilliefors Significance Correction						

Figure (4.7) shows that sample data track natural distribution because the ratio (sig) is greater than (0.05) and Natural distribution shows the natural distribution of sample responses.



**Figure 4.7:** Kolmogorov-Smirnov test

#### 4.5. Factor Analysis

The value of the "Olkn" scale equates to (0.885), which is a figure that is more than the data for the (KMO) test displayed in the following table, according to "Bartlett" (0.5). The fact that the probability value (P-value) of the "Bartlett" test is equal to (0.00) and is less than illustrates the increasing reliability of the factors that we obtain through factor analysis as well as to assess the appropriateness of the sample size (0.05). This shows that the correlation matrix does not equal the matrix unit and that there is a relationship between some of the matrix's variables, allowing it to analyse the data comprehensively. Additionally, this demonstrates that the sample in the following table is: "Kaizarr Mir UConn" measures to judge the adequacy of the sample and test "Bartlett" of the data.

**Table 4.9: KMO and Bartlett's Test**

KMO and Bartlett's Test		
<b>Kaiser-Meyer-Olkin Measure of Sampling Adequacy.</b>		0.885
<b>Bartlett's Test of Sphericity</b>	Approx. Chi-Square	3742.288
	Sig.	0.000

#### 4.6. Descriptive Finding

An overview of respondents' impressions of variables was generated using the descriptive analysis findings to check their validity and reliability. Statistical analyses were carried out on the whole collection of job satisfaction assessment variables (Rewards, trust, Training and Development, Promotion opportunity and work relationships)

##### 4.6.1. Mean And Standard Deviation For HRM Practices (IV)

**Table 4.10: Mean and standard deviation of the axis (Rewards)**

NO.	Statements	Mean	Standard deviation
1	Human Resources Management provides information on social security and the retirement system.	4.2436	.67167
2	The employee can find out his wages for the	4.1111	.67166



	overtime hours.		
3	Human Resources Management has clear standards for pay and compensation.	4.1838	.69052
4	Human Resources Management has standards for rewards and incentives.	4.2906	.68158
5	Employees receive the benefits that they require from the company.	4.1667	.70711
6	The results of the performance appraisal shall be taken into account in determining the incentives for employees	4.1239	.68524
7	The wage system is updated by taking advantage of the outputs of the performance appraisal and training systems	4.1581	.70908
	<b>General Average</b>	<b>4.1825</b>	<b>0.47120</b>

It can be seen from the previous table that the general mean of the first axis was 4.1825, while the general average of standard deviations was 0.47120.

**Table 4.11: Mean and standard deviation of the axis (Training & Development)**

NO.	Statements	Mean	Standard deviation
1	Human Resources Management is concerned with training employees in a manner that suits their functional needs.	4.2265	.73827
2	There are training programs to suit the capabilities and level of all employees	4.2607	.75580
3	Human Resources Management can identify individuals nominated for training and qualification based on their training needs	4.2265	.77237
4	The organization is interested in training quality.	4.3376	.74790
5	The Human Resources Management has a number of qualified competencies to prepare and train new employees	4.3846	.70371
6	Human Resources management uses some scientific and professional competencies from outside the organization if necessary	4.4487	.63477
	<b>General Average</b>	<b>4.3141</b>	<b>.53086</b>

It can be seen from the previous table that the general arithmetic mean of the training and development axis is 4.3141, while the general average of standard deviations was 0.53086

**Table 4.12:** Mean and standard deviation of the axis (**Promotion opportunity**)

NO.	Statements	Mean	Standard deviation
1	Promotion is usually used as a reward for achieving the organization's goals.	4.2949	.70148
2	Promotion leads to enhanced responsibility and improved incentives.	4.3462	.67754
3	The failure rate is higher when employees are recruited abroad than when they are promoted internally	4.3632	.68121
4	the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization.	4.1923	.76497
5	The higher the chances of promotion, the higher will be the job satisfaction of the employees.	4.1496	.69259
	<b>General Average</b>	<b>4.2692</b>	<b>.54165</b>

It can be seen from the previous table that the general mean of the opportunity to upgrade the axis is 4.2692, while the general average of standard deviations was 0.54165

**Table 4.13:** Mean and standard deviation of the axis (**work relationships**)

NO.	Statements	Mean	Standard deviation
1	The employee is provided with the necessary information about the objectives of the organization by the management.	4.1239	.68524
2	Communication between management and employees contributes to avoiding tension and conflict within the organization	4.1752	.64793
3	High level of functional communication between employees	4.1538	.68228
4	High level of communication between employees and management	4.2094	.71387
5	Participation in social clubs and professional complexes.	4.3376	.71264
6	Personal harmony among group members.	4.3889	.66685
	<b>General Average</b>	<b>4.2315</b>	<b>.49960</b>

It can be observed from the previous table that the general arithmetic means for the axis (labor relations) is 4.2315, while the general average of standard deviations was 0.4996.

#### 4.6.2. Mean And Standard Deviation For Job Satisfaction (DV)

**Table 4.14:** Mean and standard deviation of the axis (Job Satisfaction)

NO.	Statements	Mean	Standard deviation
1	Whenever matters go very well work, your participation is frequently acknowledged	4.1966	.69008
2	My position requires autonomous thoughts and behavior	4.2479	.67964
3	Staff feel there are many genuine prospects for advancement	4.2009	.67943
4	The employees use all their skills and abilities on the job.	4.2436	.69057
5	Employees' payment is allocated equitably in relation to their degree of competence and education	4.2906	.71237
6	This company motivates me to do my best at work	4.2350	.71186
7	I would take practically any sort of job responsibility, To continue working for this firm	4.1667	.71914
<b>General Average</b>		<b>4.2259</b>	<b>.48585</b>

It can be seen from the previous table that the general mean of the axis (job satisfaction) is 4.2259, while the general average of standard deviations was 0.48585.

Table (4.14) shows the computational circles and sample level descriptively through the data contained in it.

**Table 4.15:** computational circles and sample level

Variables	N	Minimum	Maximum	Mean	Std. Deviation	interpretation
<b>Rewards</b>	234	1	5	4.1825	0.47120	High
<b>Training &amp; Development</b>	234	1	5	4.3141	.53086	High
<b>Promotion opportunity</b>	234	1	5	4.2692	.54165	High
<b>work relationships</b>	234	1	5	4.2315	.49960	High
<b>Job Satisfaction</b>	234	1	5	4.2259	.48585	High

#### 4.7. Pearson Correlation Analysis

Pearson correlation analysis was applied to assess the importance of the linear bivariate relationship between the independent factors and the dependent variable in

the current inquiry. The primary goal of the correlation analysis, as shown in Table (4.16), was to evaluate the degree of correlation between each independent variable and the dependent variable.

**Table 4.16** : Pearson’s Correlation Analysis of Variables

	Rewards	Training & Development	Promotion opportunity	work relationships	Job Satisfaction
Rewards	1				
Training & Development	0.686**	1			
Promotion opportunity	0.532**	0.682**	1		
work relationships	0.434**	0.452**	0.618**	1	
Job Satisfaction	0.459**	0.391**	0.360**	0.484**	1

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Through the results of the table (4.16) the correlation values of the current search variables are found to be good and statistically moral at the indication level (0.01)

#### 4.8. Hypothesis Testing

The importance of the correlation coefficients (R), the Coefficient of Determination (R<sup>2</sup>), and finally, the Multiple Regression were used to assess the assumptions in the intended model (Beta). According to the general rule, r values of 0-0.2 are weak, 0.3 to 0.6 are moderate, and 0.7 to 1 are high for the probable correlations that were taken into consideration, which ranged from +1 to -1. (Brace et al., 2000). The coefficient of determination, sometimes referred to as R<sup>2</sup>, is a statistical metric that assesses the degree to which another variable's behavior can describe the behavior of one variable given its value. It assesses how well a person can make inferences from a given model or graph. Last but not least, in terms of multiple regressions (beta), it assesses the strength of each group's effect on the criterion variable (independent variables) (dependent variable).

Using multiple regression analysis, it is possible to assess theories and models on how a certain set of characteristics influences behavior. In comparison, multiple regression is employed to determine whether there is a relationship between several variables and a single variable. On the other hand, by examining the coefficient, it is

possible to assess the linearity between the variables (R<sup>2</sup>). The Pearson Correlation Coefficients that were calculated for the variable pairings in the current study were used to help analyze the value of r. This was done in order to demonstrate the value of correlation coefficients. Regarding this, the method of linear regression analysis may be used to ascertain the value of Beta. The key hypothesis testing findings are shown in Table () presents the results obtained from the major hypothesis testing. According to the hypothesis:

**H1:** There is a statistically significant impact of the HRM practices on job satisfaction for employees of Asia cell company.

**Table 4.17:** The results of the regression

Variable	B	t	Sig.	R	R Square	F	Sig
<b>Rewards</b>	0.473	7.865	0.000				
<b>Training &amp; Development</b>	0.355	6.469	0.000	0.560	0.314	26.172	0.000
<b>Promotion opportunity</b>	0.323	5.872	0.000				
<b>work relationships</b>	0.470	8.419	0.000				

According to the results presented in the table (4.16), in Asia Cell Communications company, there is a direct and statistically significant effect between (work relationships, Promotion opportunity, Rewards, Training & Development) on the level of statistical significance ((p = 0.05). This result is supported by the results presented in Table (4.17). The results indicated that the value of the correlation coefficient (R) is (0.560), that the value of the coefficient of determination (R<sup>2</sup>) is (0.314), and that the test value (F) is (26.172). As a result, we are able to prove that The hypothesis is accurate.

#### 4.9. Summary of Findings

The findings of the study are summarized in the following table based on the outcomes of the multiple regression analysis.

**Table 4.18:** Summary of Hypotheses

The Hypotheses	Result
----------------	--------

H1	H1: There is a statistically significant effect of the HRM practices related to Rewards on job satisfaction for employees of Asia cell company.	Supported
H2	H2: There is a statistically significant effect of HRM practices related to Training & Development on job satisfaction for employees of Asia cell company.	Supported
H3	H3: There is a statistically significant effect of HRM practices related to Promotion opportunities on job satisfaction for employees of Asia cell company.	Supported
H4	H4: There is a statistically significant effect of HRM practices related to labor relations on job satisfaction for employees of Asia cell company.	Supported

## 5. CHAPTER FIVE: DISCUSSION AND CONCLUSION

### 5.1. Introduction

This chapter includes a discussion and summary of the data that was noticed and surveyed by Asiacell telecom company. Recommendations for future achievement are made based on the results and discussions. Finally, the limitations of this thesis are mentioned in the preceding chapter. The outcomes of every hypothesis test suggested in chapter two were presented. The current chapter examines the outcomes in order to fulfill the thesis' goals in accordance with the four research questions presented in the first chapter. The researcher discusses the findings in connection to the underlying ideas in light of the collected data and earlier findings documented in the literature. Additionally, this chapter lists its shortcomings, accomplishments, and recommendations for subsequent studies.

### 5.2. Recapitulation Of The Study

The primary goal of this thesis is to discover the impact of HRM practices on job satisfaction.

This study used a survey method in which the sample was selected using the possibilities sampling technique where information can be collected from Asiacell company employees. Hence, (351) questionnaires were distributed in both Arabic and English languages, after which 234 questionnaires were obtained. The final virtual model was validated and its reliability.

On the premise of hypothesis testing, the **H1** findings were supported. This indicates that employees at Asiacell company have good positive conceptions of the quality of rewards, and this impacts their job satisfaction. It also supported the findings **H2**, and it was also supported by the findings acquired, which confirm that its impact was also supported by the results obtained, which show the influence of training and development on job satisfaction, according to **H3**. There are positive results with statistical significance, which indicates that Employees' perceptions of promotion opportunities have an effect based on the job satisfaction they show employees at Asiacell company. Also, the last hypothesis proposed, **H4**, was also supported by the

data obtained, which confirmed the influence of labor relations on job satisfaction of Asiacell staff members company.

### **5.3. Theoretical Contributions**

It is worth analyzing the impact of HRM practices on job satisfaction in the current study. The results contributed to the theory in the following area. First, provide empirical support for HRM practices. Second, The findings presented proof of the construct validity of the HRM practices used in the study. The model of the current study was built according to the results of the previous study (Al-Hawary & Shdefat, 2016).

From a theoretical viewpoint, the results of this study reinforced HRM attribution theory which was suggested by (Al-Hawary & Shdefat, 2016). The HRM attribution theory demonstrated that HRM practices positively influence job satisfaction and significantly correlate with employee outcomes. In addition, it has been proved in this thesis that there is a crucial relation between HRM practices to job satisfaction. On the other hand, the HRM system strength theory demonstrated that HRM style is important relation to job satisfaction, which has been proved in this study. These results may be used to bring about some awareness amongst the managers or supervisors in the Iraqi Asiacell telecom company.

### **5.4. Managerial Implications**

Top management needs to encourage their workers by allowing staff members to audition their acquired abilities in the providing work and assist them in setting attainable objectives for carrying out their duties as a consequence of their training. It is suggested that Asiacell employees emphasize the important elements identified in the study that have been shown to contribute to job satisfaction. Instead, Asiacell should focus on variables such as rewards, training and development, promotion opportunities, and employment relationships in order to achieve job satisfaction. They should be conversant with the requirements and expectations of their employees in terms of the above items. It is also significant to increase employee training and development programs in order to achieve job satisfaction.



Depending on the management point of view considered, the study's findings may have a lot of significant ramifications. The most important result is that in order to accurately measure job behavior in job satisfaction, it is necessary to focus on rewards, as this variable had the greatest influence on the variable (job satisfaction). As a result of these results, the business relations of Asiacell will rise higher than before. Work relationships and employee communication methods used by Asiacell must be maintained as they help increase job satisfaction. Managers should focus on enhancing Asiacell's reputation in order to enhance HRM practices that will enhance job satisfaction.

Job satisfaction should be improved by making use of the study variables. They should also remember that the elements of rewards, training and development, opportunities for promotion and working relationships must be strengthened because employees are aware of the service that Asiacell provides. Managers must adopt HRM practices of rewards, training, development, promotion opportunities, and working relationships in order to maintain their job satisfaction because doing so will allow them to maintain the effectiveness of the job service they provide.

## **5.5. Limitations**

The present study has certain limitations. First, the largest telecom company in Iraq was selected for the study. There is a possibility that the companies' websites may cause differences in results. Second, suitable samples were used to communicate with study respondents; Therefore, the results are subject to possibilities bias. Third, there may be other elements or factors that have the potential to influence job satisfaction, such as organisational culture and perceived organizational support.

Moreover, this study only looked at rewards, training and development, promotion opportunities, work relationships, job enrichment, and expansion as predictors of employee satisfaction. Fourth, a quantitative approach was used for data collection and analysis. A study designed using a blended approach may be useful to provide an in-depth analysis of factors affecting job satisfaction. Therefore, it is suggested that researchers replicate this study in other sectors operating in Iraq as well as in other arising economies.

## **5.6. Recommendations For Further Research**

In light of the results of the study, it is possible to present suggestions related to the continuation of the strategic direction to implement the practices of human resources management and to complete its multiple aspects, which leads the Asiacell company to competition and differentiation in light of the current globalization of communications, where it is considered necessary to pay attention to the design of the specialized work in the company and its requirements in order to be consistent with Indicators of the actual need for these companies and meets the requirements of global competition in this field, taking into account the modern technological developments and techniques that the world is witnessing and their uses when defining training strategies and employing them to develop workers to better accomplish their work.

By adopting a new knowledge culture based on the culture of learning, organizations in telecommunications companies need to support training and development programs. They are based on the basics of continuous learning and the creation of an internal environment that supports its continuity. They need to adopt an integrated and equal incentive system that includes material and moral incentives, with the continuity of work on it within specific and close dates commensurate with the performance required of workers. They have to provide a work environment that guarantees higher levels of satisfaction working in companies communication, which in turn will lead to an increase in their job loyalty towards it.

There are many suggestions for future studies, including the impact of job satisfaction on the performance of workers in the Iraqi Asiacell Telecom Company and the effect of job satisfaction on the quality of service provided by the Iraqi Asiacell Telecom Company.

## **5.7. Conclusion**

The current study is conducted on the impact of HRM practices on job satisfaction in Iraqi of Asiacell telecom company in Mosul. The study disclosed there is an impact of HRM practices on job satisfaction in Iraqi of Asiacell telecom company either cooperatively or individually. This suggests that HRM practices play a

significant role in job satisfaction in a company irrespective of their task. Lastly, these variables may contribute to higher job satisfaction in Iraqi Asiacell telecommunication company by rising believable opportunities for professional advancement Rising staff members' dedication to their jobs and Increased interest in employees. With the increase of fair progress of the employee in the company on the basis of the advantages of his work. It requires staff members to use their talents and capabilities on the job. Salary allocation in relation to skill and educational degree results in greater job security for employees. This means thse application of a professional work environment.

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## **APPENDIX 1**

### **QUESTIONNAIRES**

*Dear Respondents,*

You are invited to participate in this survey about “**The impact of human resource management practices on job satisfaction**”.(a case study of the **Iraqi Asiacell telecom company**). This research is the fulfillment of completing my Master of Business Administration from Karabuk University, I would appreciate it if you could spare some time and think about completing the survey. I hope that you would co-operate in completing the questionnaire to the best of your ability. This questionnaire consists of three parts/sections. The first part consists of questions about your demographic profile; Continued the second part about the practice of human resource management (Rewards, Training & Development, Promotion opportunity, work relationships), and the last part about employees job satisfaction. All information in this survey will in no way reflect the identity of the participants. It will be kept strictly confidential and will be used for academic purposes only.

***THANK YOU***

***Mustafa Talal Younes***  
**Post Graduate Student -UNIKA-**  
**Karabük Üniversitesi**

**Part1: Personal Information**

**1. GENDER**

<b>Male</b>	<b>Female</b>

**2. AGE**

<b>Less than 20 years</b>	<b>21- 30 years</b>	<b>31- 40 years</b>	<b>41- 50 years</b>	<b>More than 51 years</b>

**3. EDUCATION**

<b>High School</b>	<b>Diploma</b>	<b>Bachelor</b>	<b>Master</b>	<b>PhD</b>	<b>Others</b>

**4. MARITAL STATUS**

<b>Single</b>	<b>Married</b>	<b>Divorced</b>	<b>widowed</b>

**5. MONTHLY INCOME (IRAQI DINAR (IQD))**

<b>Less than 500000</b>	<b>500001 – 599999</b>	<b>600000 – 699999</b>	<b>700000 – 799999</b>	<b>800000 – 899999</b>	<b>900000 – 999999</b>	<b>More than 1000000</b>

**6. How many years have you interacted with the bank?**

<b>Less than 12 Months</b>	<b>1- 2 years</b>	<b>2 - 3 years</b>	<b>3 - 4 years</b>	<b>More than 5 years</b>

**Part 2: HRM practices**

***A. Rewards***

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The Human Resources Management provides information on social security and the retirement system.					
2	The employee can find out his wages for the overtime hours.					
3	The Human Resources Management has clear standards for pay and compensation.					
4	The Human Resources Management has standards for rewards and incentives.					
5	Employees receive the benefits that they require from the company.					
6	The results of the performance appraisal shall be taken into account in determining the incentives for employees					
7	The wage system is updated by taking advantage of the outputs of the performance appraisal and training systems					

***B. Training & Development***

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The Human Resources Management is					



	concerned with training employees in a manner that suits their functional needs.					
2	There are training programs to suit the capabilities and level of all employees					
3	The Human Resources Management can identify individuals nominated for training and qualification based on their training needs					
4	The organization is interested about training quality.					
5	The Human Resources Management has a number of qualified competencies to prepare and train new employees					
6	The Human Resources management uses some scientific and professional competencies from outside the organization if necessary					

***C. Promotion opportunity***

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Promotion is usually used as the rewards for achieving the organizations goals.					
2	Promotion leads to enhanced responsibility and improved incentives.					
3	The failure rate is					

	higher when employees are recruited abroad than when they are promoted internally					
4	the employees who are dissatisfied with the opportunity available for promotion show a greater intention to leave the organization.					
5	The higher the chances of promotion, the higher will be the job satisfaction of the employees.					

**D. work relationships**

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	The employee is provided with the necessary information about the objectives of the organization by the management.					
2	Communication between management and employees contributes to avoiding tension and conflict within the organization					
3	High level of functional communication between employees					
4	High level of communication between employees and management					
5	Participation in social clubs and professional complexes.					
6	Personal harmony among group members.					

**Part 3: Job Satisfaction**

No.	Items	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
1	Whenever matters go very well work, your participation is frequently acknowledged					
2	My position requires autonomous thoughts and behavior					
3	Staff feel there's many genuine prospects for advancement					
4	The employees use all their skills and abilities on the job.					
5	Employee pay are allocated equitably in relation to their degree of competence and education					
6	This company motivates me to do my best at work					
7	I would take practically any sort of job responsibility, To continue working for this firm					

**APPENDIX 2**  
**Output statistics spss v26**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.885
Bartlett's Test of Sphericity	Approx. Chi-Square	3742.288
	Sig.	.000

**Reliability Statistics**

Cronbach's	
Alpha	N of Items
0.812	5

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560 <sup>a</sup>	.314	.302	.40598

a. Predictors: (Constant), work, Rewards, Promotion, Training

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.255	4	4.314	26.172	.000 <sup>b</sup>
	Residual	37.744	229	.165		
	Total	54.999	233			

a. Dependent Variable: JobSatisfaction

b. Predictors: (Constant), work, Rewards, Promotion, Training

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Coefficients Beta		
1	(Constant)	0.449	.078		5.215	.000
	Rewards	0.473	.079	.283	7.865	.000
	Training	0.355	.080	.081	6.469	.000
	Promotion	0.323	.076	.075	5.872	.000
	work	0.470	.069	.371	8.419	.000

a. Dependent Variable: JobSatisfaction

### Descriptive Statistics

	N	Mean	Std. Deviation
Rewards1	234	4.2436	.67167
Rewards2	234	4.1111	.67166
Rewards3	234	4.1838	.69052
Rewards4	234	4.2906	.68158
Rewards5	234	4.1667	.70711
Rewards6	234	4.1239	.68524
Rewards7	234	4.1581	.70908
Training1	234	4.2265	.73827
Training2	234	4.2607	.75580
Training3	234	4.2265	.77237
Training4	234	4.3376	.74790
Training5	234	4.3846	.70371
Training6	234	4.4487	.63477
Promotion1	234	4.2949	.70148
Promotion2	234	4.3462	.67754
Promotion3	234	4.3632	.68121
Promotion4	234	4.1923	.76497
Promotion5	234	4.1496	.69259
work1	234	4.1239	.68524
work2	234	4.1752	.64793
work3	234	4.1538	.68228
work4	234	4.2094	.71387
work5	234	4.3376	.71264
work6	234	4.3889	.66685
JobSatisfaction1	234	4.1966	.69008
JobSatisfaction2	234	4.2479	.67964

JobSatisfaction3	234	4.2009	.67943
JobSatisfaction4	234	4.2436	.69057
JobSatisfaction5	234	4.2906	.71237
JobSatisfaction6	234	4.2350	.71186
JobSatisfaction7	234	4.1667	.71914
Valid N (listwise)	234		

### Correlations

		Rewards	Training	Promotion	work	JobSatisfaction
Rewards	Pearson Correlation	1	.686**	.532**	.434**	.459**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	234	234	234	234	234
Training	Pearson Correlation	.686**	1	.682**	.452**	.391**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	234	234	234	234	234
Promotion	Pearson Correlation	.532**	.682**	1	.618**	.360**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	234	234	234	234	234
work	Pearson Correlation	.434**	.452**	.618**	1	.484**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	234	234	234	234	234
JobSatisfaction	Pearson Correlation	.459**	.391**	.360**	.484**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	234	234	234	234	234

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### Tests of Normality

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Training	.051	234	0.180	.972	234	0.876

a. Lilliefors Significance Correction

## **CURRICULUM VITAE**

Mustafa Talal Younes AL-JALEELI graduated from the University of Mosul / College of Administration and Economics with a Bachelor's degree in Business Administration 2012-2013. After that, he started working as an employee of the mobile phone trading company Samsung, until 2020. Then in 2020, he started his master journey at Karabuk University.