



CRASH OF E-HUMAN RESOURCES PRACTICES ON JOB SATISFACTION IN IT SECTORS –A STUDY AT BANGALORE

Ranjeet.M

Assistant Professor, Department of Commerce, The National College, Basavanagudi, Bengaluru, Karnataka

Abstract: The study aims at exploring the impact of e-human resources practices on job satisfaction in the context of IT sectors, Coimbatore. A total of 113 responses from seven IT sectors were collected and analyzed objectively. The present study has been conducted to fill the existing research gap and to explore the relationship between e-HR practices and job satisfaction in the context of IT sectors. The study found that the most influencing e-hrm factor in the organization is 'e-training'. There exists a significant association between demographic variables and influencing e-HRM factor. The study also finds that the impact of e-Human Resources Practices mainly considered the Employer branding which plays the key role in more successful recruitment. The study suggested improving e-HRM activities which have involved in e-recruitment & selection followed by e-performance appraisal and e-performances as well.

Keywords: e-human Resources, Human Resource, Human Resource Practices, Job Satisfaction, recruitment and selection, recruitment, performance appraisal.

I. INTRODUCTION

The IT sectors in the present decade are more advanced in the technology and operations in order to integrate all the work wings together and made their activities smarter to do the tasks which will be more beneficial to the triangle setters such as company, client and the employee. In order to develop an efficient company, the employees are the main backbone to support the entire system in one part. These employees are supported and monitored with various activities by the Human Resource Department in each organization. The present study dealt with the e-HRM (Human Resource Management) practices followed in the IT sectors which are residing in the Coimbatore district. By getting into the deep view of the research, the study discussed about the impact of various e-HRM constructs such as e-recruitment and selection, e-performance appraisal and Job satisfaction towards e-HRM.

e-HRM is the mode of enabling Human Resource Management services by using web-based technologies or through intranet within the hiring organizations. With the help of e-HRM, the HR managers can create HR policies, maintain employee attendance log records, monitor employees work contribution inside the organization. With the help of e-HRM, the employees can also view their performance rating and feedback for every task. They can also post their opinions and complaints to the connected glass door portal produced by private suppliers to the IT sectors for connecting the employees and the organizations.

e-HRM consists of three levels such as Operational, Relational and Transformational. The employee personal data maintenance and payroll functions are considered as operational e-HRM. Relational e-HRM supports the organizational activities in terms of training, recruitment, performance management, employee motivation and so on. Transformation e-HRM is related to deliberate HR activities such as knowledge management, premeditated re-orientation. The e-HRM in the organization includes the e-recruitment and e-selection, e-compensation, e-training, e-communication and e-performance appraisal. The employees are getting more benefit with the help of e-training such as virtual classroom guidelines, remote guest lectures. Due to the advancement of e-HR practices, the technology has been laid easier to the employees. The employees can easily identify their strengths by simplifying themselves with the adapted e-HR practices inside the organization. e-HRM plays an effective role in the recruitment process in most of the IT sectors and also helps in the retention of top talented employees. The employer branding plays a key role in more successful recruitment.

In the IT sectors, the employee task movement and performance rating has been monitored and rated through thee-HR system only. The interconnected system ranks the employee's performance with various factors such as efficiency in handling the system, task completion time, task output and the task rating. With the help of thee-HR system, the employees are allowed to raise job promotion inside the organization, job switch over from one branch to another branch, benefit policies, and open their mind through feedback about complaining, improvement or decision making.

e-HRM plays an important role in the e-recruitment and selection such as improving the efficiency of the recruitment process, developing apposite image of the organization and facilitates ease in building and managing database of received applications, placing right people to the right job and also supports with equal employment opportunity standards. An e-performance appraisal is also one of the most important factors by appreciating the employees in the integrated digital system inside the IT sectors. The employees are getting motivated through appraisal mail alerts, explaining about performance appraisal standards of the company and influencing the employees to do work better. Job satisfaction towards e-HRM has been measured from the employees side such

as encouraging the employees to come up with new and better ways of doing thing, utilizing good use of employees' skills and abilities, creating competitive advantage and align the HR function more closely with corporate strategy and helps to reduce the HR administration and compliance costs and Improve service and access to data for employees and managers.

II REVIEW OF LITERATURE

Sait Gürbüz. (2009)¹, investigated potential impacts of high-performance HR practices on employee's job satisfaction. The research hypotheses are tested using sample data collected from 480 blue-collar employees of 35 larger firms in Istanbul, Turkey. The proposed practices, which were participation, empowerment, job rotation, self-directed work teams, and contingent compensation, were positively correlated with employee's job satisfaction. Hierarchical regression analysis reveals that except contingent compensation the all other practices (participation, empowerment, job rotation, and self-directed work teams) account for unique variances in job satisfaction of the surveyed firm's employees.

Dr. Dhanabhakya.M and V. Anitha (2016)², conducted a study on existing personnel policies practiced in Sugar Mills with the respondents of 400 workers and 100 staff of 5 private sector sugar mills out of 19 private sector sugar mills in India by using simple random sampling method. The study also evaluated the level of HRD practices in sugar mills and measured the satisfaction level of employees about the HRD practices employed in selected sugar mills. The study concluded present HRD practices are quite satisfactory in the study sugar mills. The employees' satisfaction level is also considered good.

Dr. Dhanabhakya.M and Rekha R (2016)³, examined the relationship between the dimensions of employee empowerment, innovativeness, performance and job satisfaction of the employees in IT companies. 120 samples were drawn from the IT companies of Coimbatore district. The results of the study predicted that there was a positive correlation between the facets of Employee empowerment, Innovativeness, Performance and Job satisfaction. The impact of Job satisfaction was measured with significant predictors such as Performance, Servicing, Mentoring, and Development.

Dr. Dhanabhakya.M and Mufliha S (2016)⁴, reviewed the literature on Human resource accounting system and its effect on the managerial decisions of an organization and to measure the impact of Human resource accounting system on the decision making areas of human resource management practices. The data were collected among the 100 respondents from the Head office of State Bank of India and Canara bank in the Kerala region targeted at the staff of human resource department, accounting section, and audit control department. The study found that all the aspects related to the implementation of Human Resource Accounting is closely associated and has 67.1 percent impact on the decision-making areas of human resource management practices.

Dr. Dhanabhakya.M and Nisamudheen T (2016)⁵, identified the perception of Airline employees towards HRM practices and its effect on employee commitment and retention through the mediating role of job satisfaction with nearly 232 employees as respondents from Calicut Airport. Structural Equation Modeling (SEM) is used for the study as a tool. The findings of the study strongly recommend that the Airline industry need to develop and improve professional, fair and objective human resource management systems and practices. The study concluded that the job satisfaction has a strong mediating role between HRM practices and employee commitment and retention.

Dr. Dhanabhakya.M and Nisamudheen T (2016)⁶, compared the perception of drivers and conductors towards human resource management practices of Kerala State Road Transport Corporation. For the purpose of the study, 378 drivers and 382 conductors were considered from three regions of KSRTC, namely, north, central and south regions through disproportionate stratified random sampling method. The study identified that the selected predictor variables of human resource management practices have a direct effect in discriminating the perception between drivers and conductors of KSRTC. The study concluded that there is a significant difference in the perception of drivers and conductors towards human resource management practices of Kerala State Road Transport Corporation.

III STATEMENT OF THE PROBLEM

e-HRM plays an effective role in all the three levels of the Operational, Relational and Transformational system inside the IT sectors and also helps in the retention of top talented employees. e-HRM acts as a gateway to connect the employees and the management in most of the activities involved in the organization. In order to enable the bridge between the employee and the management, it is necessary to identify that how far the e-HRM system has been designed and followed inside the organization. In lead to the identification, the impact of e-HR practices should be measured with the job satisfaction. The findings from the study will help the organization to develop the e-HRM constructs better than before and sustain employee engagement inside the e-HRM activities and maintain the employer branding as well with proper job satisfaction towards e-Human Resources practices.

IV OBJECTIVES OF THE STUDY

The main aim of the study was to study the impact of e-Human Resources Practices on Job Satisfaction in IT Sectors. In order to develop this objective, the following explicit objectives were considered:

1. To identify the e-HR practices that is followed in IT sectors in Coimbatore.

2. To examine the relationship between e-HR practices and the HR outcomes of IT Sectors.
3. To address the association between e-recruitment and selection, e-performance appraisal and job satisfaction towards e-HR practices.
4. To give feasible solutions in order to improve the e-HR practices based on the findings analyzed.

V NEED OF THE STUDY

e-Human Resources practices are considered as one of the most important factors in the Job Satisfaction. Since all the IT sectors are adapted to modern technology and advancement, the e-HR activities are mainly utilized for the efficiency of the company and the employee. But there is no clue that how far the employees are adapted to the e-HR practices and the level of job satisfaction towards e-HR practices. The efficiency of the employees' knowledge in using computer software should be identified. The effectiveness of various e-HRM constructs such as e-recruitment and selection, e-performance appraisal and job satisfaction towards e-HRM should be measured. The measurement of these constructs will help the organization to standardize the employer branding, employee retention, employee engagement practices and job satisfaction towards e-HR practices.

VI RESEARCH METHODOLOGY

The present research focuses on the impact of e-Human Resources Practices on Job Satisfaction in IT Sectors with special reference to Coimbatore. The philosophy that is used in this research is realism. The researcher collects and analyses data using acceptable knowledge for the purpose of answering the research question, so the research is more inclined towards realism.

RESEARCH DESIGN

The type of research chosen for the study is descriptive research. In descriptive research, various parameters will be chosen and analyze the variations between these parameters. This was done with an objective to find out the e-Human Resources Practices on Job Satisfaction in IT Sectors, Coimbatore.

DATA SOURCES

The data collected for the study is mainly through the distribution of questionnaire; to be precise the data collected for the study was both primary and secondary sources.

PRIMARY DATA

Primary data is the information collected for the first time; there are several methods in which the data complies. In this project, it was obtained by questionnaires. The questionnaire was prepared and distributed to the employees.

RESEARCH INSTRUMENT:

In this study, the primary data was collected by survey technique by distributing the questionnaires to the respondents. The researcher structured the questionnaire in the form of:

1. Close-Ended Questions
2. Multiple Choice Questions

SAMPLING DESIGN:

Sampling design is to clearly define set of objective, technically called the universe to be studied. Sampling technique used is simple random sampling method.

SAMPLE SIZE:

This refers to the number of items to be selected from the universe to constitute a sample. The sample size for this study was taken as 113.

VII Hypothesis of the Study

H₀₁ There is no relationship between E-HR practices and E-Hr out comes in IT sectors in Coimbatore city.

H₀₂ there is no association between e-recruitment and selection, e-performance appraisal and job satisfaction towards e-HR practices.

VIII ANALYSIS AND INTERPRETATION

Reliability Statistics	
Cronbach's Alpha	N of Items
.899	19

The above table shows the Cronbach's Alpha of .899 which indicates a high level of internal consistency for the scale which

is used. The minimum acceptable value for Cronbach's Alpha is 0.70. Also, the data is normally distributed.

Table 1: Distribution of samples based on variables

S.No	Category	Subgroups	Number	%	Total
	Gender	Male	44	38.9	113
1.		Female	69	61.1	
2.	Age	20-25 years	21	18.6	113
		26-30 years	39	34.5	
		31-35 years	31	27.4	
		Above 35 years	22	19.5	
3.	Educational Qualification	School Level	5	2.3	113
		Diploma	71	32.4	
		Under Graduate	127	58	
		Post Graduate	16	7.3	
4.	Salary	Rs.10000-Rs.20000	32	28.3	113
		Rs.20000-Rs.30000	37	32.7	
		Rs.30000-Rs.40000	31	27.4	
		Rs.40000 and Above	13	11.5	

Source: Primary Data

INTERPRETATION:

Table 1 indicates that among the 113 respondents, 38.9% of the respondents are 'Male' and 61.1% of the respondents are 'Female'. Majority (34.5%) of the respondents belongs to '26-30' years of age. Majority (58%) of the respondents are qualified with 'Under Graduate' levels followed by 32.4% of the respondents are qualified with 'Diploma' level. Nearly 32.7% of the respondents are getting a salary between 'Rs.20000-Rs.30000'.

Table 2: Most influencing e-HRM factor in the organization

Influencing factors	Number	%
e-recruitment and e-selection	14	12.4
e-compensation	25	22.1
e-training	26	23.0
e-communication	24	21.2
e-performance appraisal	24	21.2
Total	113	100

Source: Primary Data

INTERPRETATION:

Table 2 reveals that e-training is the most influencing e-hrm factor in the organization with 23percent, followed by e-compensation with 22.1 percent, e-communication and also e-performance appraisal with 21.2 percent, and e-recruitment and e-selection is the lowest influencing factor with 12.4 percent.

Table 3: Association between the demographic variables and influencing e-hrm factor.

ANOVA							Remarks
		Sum of Squares	df	Mean Square	F	Sig.	
GENDER	Between Groups	9.986	4	2.496	15.971	.000	Rejected
	Within Groups	16.881	108	.156			
	Total	26.867	112				
AGE	Between Groups	17.301	4	4.325	4.821	.001	Rejected
	Within Groups	96.894	108	.897			
	Total	114.195	112				
EDUCATION	Between Groups	10.594	4	2.648	2.602	.040	Rejected

QUALIFICATION LEVEL	Within Groups	109.937	108	1.018			
	Total	120.531	112				
SALARY	Between Groups	20.556	4	5.139	6.242	.000	Rejected
	Within Groups	88.913	108	.823			
	Total	109.469	112				

Level of Significance: 5 Percent

INFERENCE:

The data indicates the probability value of ANOVA at 5% level of significance established a poor relationship between demographic variables and influencing e-HRM factor. Therefore, the null hypothesis is rejected and it is concluded that there exists a significant association between demographic variables and influencing e-HRM factor.

Table 4: Impact of e-Human Resources Practices

S.No	Factors	SDA	DA	N	A	SA	Weighted average Score
1.	E-training aids at work place	15	37	23	19	19	2.91
2.	Ease of use of technology affect the level of employee's motivation	26	26	25	24	12	2.73
3.	The implementation of e-HRM in organization help to identify the strengths	15	25	28	24	21	3.10
4.	There is relationship between employee's motivation and electronic human resources	26	27	24	15	21	2.81
5.	In recruitment process e-HRM techniques plays an effective role	17	23	24	26	23	3.13
6.	Employer branding plays key role in more successful recruitment	14	25	16	36	22	3.24
7.	e-HRM helps in retention of top talent	19	36	26	19	13	2.74

Source: Primary Data

INFERENCE:

The weighted average score for the impact of e-Human Resources Practices are ranked from 'Employer branding plays key role in more successful recruitment' stood at first followed by 'In recruitment process e-HRM techniques plays an effective role', 'The implementation of e-HRM in organization help to identify the strengths', 'E-training aids at work place', 'There is relationship between employee's motivation and electronic human resources', 'e-HRM helps in retention of top talent' and 'Ease of use of technology affect the level of employee's motivation' stood at last.

Table 5: Garrett Ranking for the e-HRM activities involved in the organization

e-HRM Activities	Rank 1	Rank 2	Rank 3	Rank 4	Rank 5	Rank. 6	Average Score	Garrett Rank
Garrett Value (113 * (Rank Value-0.5)/6)	76	61	51	42	30	0		
e-recruitment and e-selection	19	15	11	0	42	26	36.99	6
e-compensation	17	62	9	10	14	1	56.40	1
e-training	37	14	10	20	12	20	47.58	2
e-communication	20	2	20	30	32	9	43.20	3
e-performance appraisal	3	21	27	23	12	27	37.27	5
e-performances	17	0	36	30	1	29	39.10	4

Source : Primary Data

INFERENCE:

The above table shows that e-compensation is ranked first with a mean score of 56.40, followed by e-training with a

mean score of 47.58, e-communication with a mean score of 43.20, e-performances with a mean score of 39.10, e-performance appraisal with a mean score of 37.27 and e-recruitment & selection ranked the last position with a mean score of 36.99.

Table 6: GENDER AND e-RECRUITMENT & SELECTION CONSTRUCTS

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.351 ^a	.123	.074	.47138		

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.314	6	.552	2.486	.027 ^a
	Residual	23.554	106	.222		
	Total	26.867	112			

Predictor Variable	Beta	P
e-recruitment helps in developing positive image of the organization	.109	.380
e-recruitment facilitates ease in building and managing database of received application	.248	.013
e-recruitment help ensure compliance with equal employment opportunity standards	.059	.658

From the above result the gender accounted for the e-recruitment and selection constructs by using the regression method, a significant model emerged ($F_{6, 106} = 2.486$, $p < 0.0005$. Adjusted R square = 0.074. The result concluded from the significant variables which are shown above that the '*e-recruitment helps in improving the efficiency of recruitment process*', '*e-recruitment leads to placing right people to the right job*' and '*Searching the e-selection involves a lot of time*' were not a significant predictor in this construct.

Table 7: GENDER AND e-PERFORMANCE APPRAISAL CONSTRUCTS

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638 ^a	.407	.373	.38771

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.934	6	1.822	12.123	.000 ^a
	Residual	15.934	106	.150		
	Total	26.867	112			

Predictor Variable	Beta	Sig
e-performance appraisal in my company is fair.	.095	.297
e-performance appraisal makes me better understand what I should be doing	.083	.340
e-performance appraisal influences positively individual performance	.269	.002
e-performance appraisal reflect objectively my performance.	.016	.849
e-performance appraisal encourage co-operation & term spirit.	.616	.000

From the above result, the gender accounted for the e-performance appraisal constructs by using the regression method, a significant model emerged ($F_{6, 106} = 12.123$, $p < 0.0005$). Adjusted R square = 0.373. The result concluded from the significant

variables which are shown above that '*I receive adequate training and information about the performance appraisal cycle before it starts*' is not a significant predictor in this construct.

Table 8: GENDER AND JOB SATISFACTION TOWARDS e-HRM

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.263 ^a	.069	.016	.48576

ANOVA ^b						
Model	Sum of Squares	df	Mean Square	F	Sig.	
1 Regression	1.855	6	.309	1.310	.259 ^a	
Residual	25.012	106	.236			
Total	26.867	112				

Predictor Variable	Beta	Sig
e-hrm feel encouraged to come up with new and better ways of doing athing	.055	.705
e-hrm have the tools and resource to do my job well	.325	.020
e-hrm job makes good use of my skills and abilities.	-.120	.378
e-hrm help to create competitive advantage and align the hr function more closely with corporate strategy.	.100	.336
e-HRM helps to reduce the HR administration and compliance costs	-.087	.631
Improve service and access to data for employees and managers	-.148	.194

From the above result analysis, the gender accounted for the job satisfaction towards e-HRM constructs by using the enter method, a significant model emerged ($F_{6, 106} = 1.310$, $p < 0.259$). Adjusted R square = 0.016. The result concluded from the significant variables which are shown above that all the variables are the significant predictor in this construct.

IX SUGGESTIONS

Most of the IT companies are concentrating well only in e-training and the findings suggested that the e-recruitment and e-selection, as well as e-performance appraisal, should deeply concentrate in e-HRM practices. Similarly, e-communication and e-compensation should also take care of e-HRM practices. Effective e-training aids at workplace are needed more. The implementation of e-HRM in the organization should be designed in an effective manner to identify the employee strengths by the management as well as themselves. The motivation between the employees and electronic human resource should be improved. The e-hrm activities should concentrate more on e-recruitment & selection followed by e-performance appraisal, e-performances, e-communication, and e-training. The e-recruitment system should be revised in order to help in improving the efficiency of the recruitment process. The e-recruitment should lead to placing right people in the right job and the e-selection time process should be reduced. Frequent updates about training and information about the performance appraisal cycle should come earlier to employee's virtual desk.

X CONCLUSION

The study aims at assessing the impact of e-Human Resource practices on Job satisfaction in IT sectors. For this purpose, several factors related to e-HRM practices are employed by using Likert scale method and ranking scale has been fixed to evaluate the most influencing factors of e-HRM practices. The level of opinion about e-HRM constructs such as e-recruitment and selection, e-performance appraisal and job satisfaction towards e-HRM have been evaluated. The study found that the most influencing e-hrm factor in the organization is 'e-training'. There exists a significant association between demographic variables and influencing e-HRM factor. The study also finds that the impact of e-Human Resources Practices mainly considered the Employer branding which plays the key role in more successful recruitment. The study suggested improving e-HRM activities which have involved in e-recruitment & selection followed by e-performance appraisal and e-performances as well. The further research of the study will be planned with numerous IT sectors and manufacturing sectors involved in e-HRM practices.



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