



HR policies and its impact on job satisfaction among employees in FMCGs in Karachi, Pakistan

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Abstract

The main purpose of this study is to analyze the impact of Human resource policies and practices on the job satisfaction. Because these are the guidelines that Human resource manager of the organizations adopts in managing its people. In this study a total of 384 Questionnaires were distributed among different participants in Karachi and 172 were received with a response rate of 51.67%. To collect the required information closed-ended questionnaire was used and were divided into three part; initially questionnaire identify the demographic factors of the respondents, then highlight the Likert scale options 1 being strongly disagreed and 5 strongly agree. In findings of the research we conclude that HR policies and practices have greater impact on job satisfaction. Findings revealed a positive relationship among independent and dependent variable and job satisfaction suggest how efficient and effective employees could be when they are highly satisfied on the job. Therefore, organizations need to apply these tested variables in their policies in order to make employees satisfy on their jobs.

Keywords: human resource policies, job satisfaction, organization, people

1. Introduction

1.1. Overview

The impact of Human resource policies and practices on the organization and work force is an important topic to discuss as it creates value added by Human Resource. A lot of work on the impact of HR practices has been conducted at the macro level from two decades ago when research took a macro approach to studying HR practices. A lot of organizations now recognize the importance of HR. Human Resource Management plays an important role in achieving a competitive advantage in today's highly competitive business world. Job satisfaction and HR policies widely studied in different parts of the world. These both have closely relation with each other (Ting, 1997). So many scholars and practitioners rely on that the human resource policies result in high level of job satisfaction which ultimately improves the organizational performance (Applebaum, 2000). Every organization have diverse workforce so they set organizational policies according to the best fit of their work force. Different organizations have different criteria of performance and compensation, recruitment and selections, health and safety.

1.2. Background of Problem

In today's globalized world where competition is very high amongst various businesses irrespective of cultural and demographical boundaries, it becomes a challenging task for the companies to get and maintain a distinguish position in the market. From the past two decades there are a lot of researchers who worked on Job satisfaction. Companies attract and retained the right people on the job because they know satisfied and committed employees tend to be more productive, committed and loyal to the organization. High level of absenteeism and turnover can affect the bottom line of the organization. Jenses (2001) defines the job satisfaction as: "a type of personal growth that is attain after the experience of challenging and learning situations". Only few organizations understands that job satisfaction should be on top priority but they did not understand the relationship between job satisfaction and productivity. FMCG's need to make positive workforce environment for the employees to increase satisfaction on the job (Ulmer, 1999). The main challenge for the companies is how to retain the productive employees, organizations must understand that why they are losing their productive workforce. Most of the companies lacking effective training opportunities, and growth development. Many of the employees are dissatisfied and demotivated from the organization and job because of unfair policies and practices. The participants had to identify and understand factors important to overall employee satisfaction on the job (Clark, 2005). According to Clark (2005) "HR literature shows that compensation is not only the factor of satisfaction for employees" but there are other factors as work/life balance, job security, appreciation, promotion, working environment and feeling of safety that effect job satisfaction. So HR policies and practices are not only for making the rules and regulations for employees but they also work for the needs and helps to take correct decision, and maintain wellness of the organization. Unilever Pakistan is operating in Pakistan since 1947, was well established before 20th century, it must acquire excellence in their standards to enter in 2020, for this level Human resource management plays a very crucial role to magnetize and increases the talent. Unilever's Annual report, 2013 describes that they structured HR policies in a way that make their environment fit to improve employee performance and attain its organizational goals.

1.3. Problem Statement

A lot of organizations in Pakistan blaming that they lack positive job satisfaction and compare the work culture of their organization with those of others. Many organizations have low morale employees, lack of motivation, poor discipline and having low concern for productivity. According to Srivastava (2001) Job satisfaction is the outcome of various attitudes or behaviors possessed by an employee to his job. Attitudes are related to certain factors such as wages, working condition, development opportunities, fair treatment from employer and other a lot of benefits. From the last three decades' problem of job satisfaction has gain attention of industrial psychologist. The same is the situation in various organizations in Pakistan (Hunjra, 2010; Aiman, Husnain & Abeer, 2019; Ali, 2019). It is considered a very significant factor in worker morale, absenteeism, accidents and turnover. Employee satisfaction is important for the effective functioning of any organization and motivate them for better opportunity. HR can play an important role in this. Human Resource practices, as well as policies are very critical subject of matter to the organizational management and industrial relation. Human Resource policies are very crucial to the personal and professional growth of the individual in an organization and helps us to understand these problems.

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1.4. Research Questions

This study will answer the following research questions

- What is the level of job satisfaction among employees in FMCG's in Karachi Pakistan?
- What is the level of effectiveness of HR practices as perceived by employees in FMCG's in Karachi Pakistan?
- What is the impact of HR practices on job satisfaction among employees in FMCG's in Karachi Pakistan?

1.5. Objectives of the Study

Objective of study is as follows.

- To identify the level of job satisfaction among employees in FMCG's in Karachi Pakistan.
- To identify the level of effectiveness of HR practices as perceived by employees in FMCG's in Karachi Pakistan.
- To determine the impact of HR practices on job satisfaction among employees in FMCG's in Karachi Pakistan.

1.6. Significance of Study

HR is considered as lifeblood of any organization because it keeps them alive and helps them flourish and gain competitive advantage in this globalized world. This study reviews how human resource practices and policies affect the job satisfaction of employees, and facilitate organizations to improve employee satisfaction to achieve the organizational goals. On the findings of this study management of FMCGs may develop better programs and practices to ensure that all the employees that work inside or outside the boundaries of the organization are safe, happy and motivated to achieve the organizational objective.

1.7. Definitions

1.7.1. Human Resource Policies

Human resource policies are the guidelines or tools which are used to adopt in managing its people. Human useful resource management policies tell us how the employer desires to take care of key factors of a human's management (Armstrong, 2009). Human resources policies are the guidelines that are used by the management to gain organizational goals.

1.7.2. Job Satisfaction

Job satisfaction about how much workers are content with their job (Parker, 2008). It is the psychological comfort as perceived by employees in connection to work and work environment (Saleen, 2013).

2. Literature Review

2.1. Human Resource Policies

Human resource management (HRM) refers to the policies and practices that involved in gaining the human resource characteristics of a management including job analysis, talent accusation, compensation & benefits, training & development (Dressler, 2007). Human resource management practices conditions where employee is highly committed to the organization and work hard to gain the organizational goals, so it influences the behavior, attitude and employee performance (Noe, Hollenbeck, Gerhart, and Wright, 2007). Kwenin (2013) describe that a well appropriate Human resource policy increases the overall performance of the employee and motivates them to work in a diverse environment. It promotes commitment and increases productivity of the employee. A lot of organizations which have the most committed and motivated employees is just because of their properly managed Human resource policies and procedures. This justifies that Human Resource asset is the most critical resource inside a company, without them all the other assets could not be operated well. Human resource policies ensure that the best fit work force have the proper responsibilities and duties and work in an effective manner. Researcher's studies that management gets an expertise of modern day "practices" and they alter them to suits with organizational method. Employees particularly learn the extraordinary rules and takes advantage from the entire organization. They usually able to compare their HR policies and practices with different organizations to enhance their human resource control. Via they have a look at, researchers will benefit greater perception into human resource regulations inside the enterprise. Furthermore, the take a look at from its tips will offer areas for further studies

2.2. Job Satisfaction

Job satisfaction is described by Locke (1976) that it is an emotional state that results from the assessment of an individual's job. It would also define as a person's general attitude toward his towards his job (Robbins, 1999). Mullins (1993) describes that motivation is closely related to job satisfaction. It has a significance influence on the behavior of employee, organizational commitment, turnover, absenteeism (Boyars and Rue, 1997; and Griffin, 1999). We can say that satisfied or motivational workforce increase productivity through various factors such as low distraction caused by absenteeism, or turnover. Job satisfaction is described by Haider (2015) as the state of being satisfied by the demands that a worker needs regarding physiological, self-esteem and appreciation. Often it is associated with HR policies coupled with motivation and jobs design since these elements determine the level of job satisfaction that an employee at any given job place get. . Kudu & Gahlawat (2015) as well argue that job satisfaction is indeed dependent on HR policies and they could be the core factors urging employees to work hard and attain the set and desired organizational goals. Job satisfaction arises when workers are fully aware of the policies created by HR coincide with both organization and individual employee goals. Frederick Herzberg's (1959) introduced the Two-factor theory that tells us about the two factors that influences job satisfaction namely "Satisfiers" and "Dissatisfies". Satisfiers include factors such as recognition, growth of the employee, advancement in work, responsibility, and the work itself. On the other hand, Dissatisfies factors include monetary salary, interpersonal relationship at work, job security company policies and administration, supervision, working conditions, factors in personal life and status (Tietjen & Myers, 1998). However if an employee is satisfy then he/ she become efficient and effective, whereas, if he/she is dissatisfied he is become inefficient and ineffective.

2.3. Human Resource Policies & Job Satisfaction

Human resource management policies are the guidelines for the management to use for achieving the organizational objectives (Carrell, 1992). Human resource policies would be able to keep the right balance between organizational staff, performance of the employees and productivity through rewarding employees and promoting them on the basis of their work attitudes and behavior. HR practice and job satisfaction are studied in different parts of the world because many practitioners believes that HR practices results in improved level of job satisfaction which automatically enhances organizational performance.

(Appelbaum, Bailey, Berg and Kalleberg, 2000). According to Pier (2006), many organizations have increasingly sees the potential for their human’s work force to be a supply of aggressive gain. Developing competitive benefit through people requires careful interest to the practices that improves the performance. This is very crucial in growing globalize world for thinking about problems of human resource policy and approach. While conventional resources of fulfillment such product as can still provide aggressive leverage, an organization’s human sources are extra vital for its sustainability. This modification in the mind-set of executive selection-makers has spurred an increasing body of instructional studies trying to expose a dating among a business enterprise’s HR practices and overall performance. To compete in this surroundings, FMCG’s need to apply their people efficiently and effectively (price, 2004). This chapter try to find the fact formerly researched on HRM guidelines and their attitude with three HR regulations: Impact of recruitment policy on work force, how to fulfil the set objectives and effect of performance appraisal on the overall performance. This is due to the fact that overall performance of the work force is based on Human resource’s talent and competencies, unlike the manufacturing enterprise which is basically based on mechanized structures to attain overall performance. Because of this, schooling and provision of appropriate human useful resource policies is essential in accomplishing talent and activity among staffs in the educational institution or any given university (Kennedy, 2009), thus improved organizational performance. However, we often hear a complaint regarding lack of attention from an organization as they just trying to make external stakeholder happy at the cost of the motivation of internal stakeholders. (Alderson, A. S., Beckfield, J., & Nielsen, F., 2005) find that the human resource and time is divided into two main streams on the basis of lots of variation in these, that’s why organizational workforce’s commitment is affected by unsuitable HR policies: as recruitment & selection, compensation and benefit, performance appraisal policies that lower the performance of employee in the work setting. Thus, Gabriel (2016) say that both sectors i.e. Public and private dedicate valuable consideration to HR policies. Faber, Lacoursière & Raymond (2015) further explain that different organizations have different types of policies and how they affect their employees and the organization as a whole. Awareness of HR practices and policies affect job satisfaction of employees given that employee satisfaction is dependent on the primary elements of human resource policies and rules. The fundamental values, as well as culture to a greater extent, determine the course of HR policies of any given company. As a result of substantial variation in the management styles of different organization as manifested in both private and public institutions, there are different criteria of evaluating job satisfaction of employees. Literature has highlighted some key issues on Job satisfaction. There has been considerable evidences that HR policies and practices is associated with job satisfaction.

Therefore, the following hypothesis is proposed:

H1: There is a positive and significant impact of HR policies on job satisfaction

3. Research Methods

3.1. Method of Data Collection

This study has non-experimental research design and uses a quantitative approach. A field survey will be conducted through self-administered questionnaires A descriptive method has been used to discuss the characteristics of the phenomena/constructs being studied and a correlation method to explain the relationship between the human resource practices and Job satisfaction.

3.2. Sampling Technique

In this research non-probability, convenient sampling technique will be used to collect the data due to time limitations and ease of access to the target population. Data will be gathered from employees working in FMCG’s in Karachi that the researcher could access and will be allowed to conduct a survey.

3.3. Sample size

FMCG is huge industry with huge population. However, the total population of employees working in FMCG’s in Karachi is unknown. According to Krejcie and Morgan (1970), for a population as huge as 10, 00,000 the desired sample size is of 384. Although the target population is unknown but not assumed as big as 10, 00,000 therefore a sample of 384 participants is considered an optimal sample used for this study.

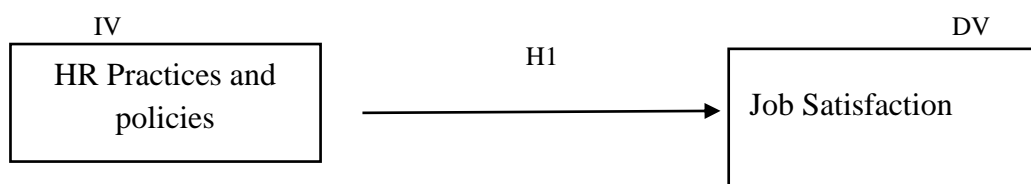
3.4. Instrument of Data Collection

A questionnaire will be designed to collect the data. Respondent will have to rate the questions on a 5 point rated Likert scale, where 1 will be rated as strongly disagree and 5 will be rated as strongly agree. The questionnaire will consist of four sections. First Section will consist of respondent’s demographic details. The second, third and fourth section of the questionnaire will consist of items on HR Practices, and Job satisfaction respectively. A cover letter will be attached with each questionnaire to explain the research purpose to the participants of the study.

3.4.1. Validity and Reliability

The construct validity of the instruments was already tested by previous researchers/developers of the instrument. The face validity and content validity of the questionnaire was checked through areas of expert in the same discipline.

3.5. Research Model Developed



3.6. Statistical Technique

Table 1

| S.NO | Research Question | Statistical Technique |
|------|---|-------------------------------------|
| 1 | What is the level of job satisfaction among employees in FMCG's in Karachi Pakistan? | Descriptive (mean, <i>f</i>) |
| 2 | What is the level of effectiveness of HR practices as perceived by employees in FMCG's in Karachi Pakistan? | Descriptive (mean, <i>f</i>) |
| 3 | What is the impact of HR practices on job satisfaction among employees in FMCG's in Karachi Pakistan? | Correlation and Regression analysis |

4. Results

4.1. Descriptive Analysis of Respondents

According to the descriptive analysis of the demographic characteristics of the respondent's the male participants' percentage is 58.4 and female participant's percentage is 41.6. The questionnaire contains demographic factors in the initial part, while the main body of the questionnaire focuses on the study variable. Age group of the participants from 27 to 34 years is 55.2 percentages and 35.2 percentages are below than 26 years. Most of the participants were working in private organizations having high percentage of 89 percent, rest of the 11 percent were from private organization. Moreover 83.1 % employees were permanent and 16.9 % were working on contract base in their organizations.

Table 2: Screening of Questionnaires

| Questionnaires Distributed | Questionnaires Received | Incomplete Questionnaires | Response Rate | Outliers | Questionnaires Analyzed |
|----------------------------|-------------------------|---------------------------|---------------|----------|-------------------------|
| 384 | 172 | 212 | 51.67% | 18 | 154 |

The above table presents the output of the questionnaire. A total of 384 Questionnaires were distributed among different participants and 172 were received with a response rate of 51.67%. Out of These received questionnaires, 212 were incomplete. The net response rate was therefore 48.12%. The data was then screened for outliers. 18 cases were identified as outliers and discarded before further statistical analysis.

Table 3: Rating Score Modification

To make our analysis easier we have modified the rating scale. Modification of the scale is as follows:

| Rating Scores | Level of Agreement | Modification Summary |
|---------------|--------------------|----------------------|
| 1 to 2 | Strongly Disagree | Disagree |
| > 2 to 3 | Disagree | |
| > 3 to 4 | Agree | Agree |
| > 4 to 5 | Strongly Agree | |

According to the Rating Score Modification Table, the scores in the range of 1-2 were Considered as "Strongly Disagree" whereas the scores in the range of >2 to 3 were considered as "Disagree". Similarly, the scores that were greater than 3 to 4 were modified to "Agree" and the Scores in the range of >4 to 5 were tagged as "Strongly Agree". Overall the scores in the range of 1 to 3 highlighted the level of disagreement whereas the scores that were greater than 3 to 5 Disclosed the level of agreement.

Table 4: Description of most and least mean

| Description | Mean | Ranking |
|------------------|-------|---------|
| HR Policies | 3.549 | 1 |
| Job satisfaction | 3.563 | 2 |

The Table 5 shows the mean of the variables. The mean of HR Policies is 3.549 and the mean of Job Satisfaction is 3.563 rank accordingly most and least method.

Table 5: Level of Variable HR Policies

| Rating Scores | Level of Agreement | Variable 1 (<i>f</i>) | Variable 1 <i>f</i> % | Summary |
|---------------|--------------------|-------------------------|-----------------------|------------------|
| 1 to 2 | Strongly Disagree | 3 | 1.44% | Disagreed 24.94% |
| > 2 to 3 | Disagree | 51 | 24.5% | |
| > 3 to 4 | Agree | 106 | 50.96% | Agreed 75.06% |
| > 4 to 5 | Strongly Agree | 48 | 23.07% | |

Table 5 shows that Level of HR Policies. The total percent of respondent who disagreed with quality of HR Policies were 24.94% out of which only 1.44% strongly disagreed. The finding also disclosed that a total of 74.06% of the respondents agreed with provision of HR Policies of which 23.07% were identified to have a strong level of agreement.

Table 6: Most and Least Level Factors of HR Policies

| Item Description | Mean |
|--|------|
| My organization offers market competitive remuneration | 3.95 |
| In my organization, I can use knowledge and behaviors learned in training at work | 3.86 |
| My organization offers me a salary that is compatible with my skills, training, and education. | 3.81 |
| In my organization, training is evaluated by participants | 3.68 |
| My organization has a competitive selection processes that attract competent people. | 3.66 |
| Selection tests of my organization are conducted by trained and impartial people. | 3.66 |
| In my organization, I get incentives such as promotions, awards, bonuses, etc. | 3.74 |
| In my organization, performance appraisal provides the basis for employees development plan | 3.38 |
| My organization discusses performance appraisal criteria and results with its employees. | 2.8 |

The Factor of HR Policies and practices that are listed in table 6 the highest factor was that my organization offers market competitive remuneration with mean of 3.95 and my organization, offers me a salary that is compatible with my skills, training, and education. With the mean of 3.81. Similarly Lowest agree upon my organization discusses performance appraisal criteria and results with its employees with mean of 2.8.

Table 7: Level of Variable Job Satisfaction

| Rating Scores | Level of Agreement | Variable 1 (f) | Variable 1 f % | Summary |
|---------------|--------------------|----------------|----------------|------------------|
| 1 to 2 | Strongly Disagree | 3 | 1.44% | Disagreed 25.94% |
| > 2 to 3 | Disagree | 51 | 24.5% | |
| > 3 to 4 | Agree | 106 | 50.96% | Agreed 74.06% |
| > 4 to 5 | Strongly Agree | 48 | 23.07% | |

Table 7 shows that Level of Job satisfactions. The total percent of respondent who disagreed with quality of Consumer satisfactions were 13.39% out of which only 1.71% strongly disagreed. The finding also disclosed that a total of 86.93% of the respondents agreed with provision of Job satisfactions out of which 33.33% were identified to have a strong level of agreement.

Table 8: Most and Least Level Factors of Job Satisfaction

| Item Description | Mean |
|---|------|
| I feel good about working at this company | 4.04 |
| I receive recognition for a job well done | 3.79 |
| I feel secure about my job | 2.88 |

Table 9 shows the factors of Job satisfaction. The highest factor was I feel good about working at this company with a mean of 4.04 followed with the recognition received on the job for good performance with a mean of 3.79. On the contrary, the lowest agreed upon factor was I feel secure about my Job with a mean of 2.88.

4.2. Correlation Analysis

Table 10: Correlation Analysis

| HR Practices | Pearson Correlation | Job Satisfaction |
|--------------|---------------------|------------------|
| | .728 | |
| | Sig. (1-tailed) | .000 |

Table 10 shows the correlation analysis of both the variables of study. The two variables, "HR Policies and Job satisfaction" were found positively and significantly correlated with a correlation coefficient value of .728 and P-value of 0.0001.

4.3. Regression Analysis

Table 11: Model Summary

| Model Summary ^b | | | | | |
|----------------------------|-------------------|----------|-------------------|----------------------------|--|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | |
| 1 | .254 ^a | 0.064 | 0.058 | .63438 | |

Table 12: ANOVA

| ANOVA ^a | | | | | | |
|--------------------|------------|----------------|-----|-------------|--------|-------------------|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 4.205 | 1 | 4.205 | 10.449 | .002 ^b |
| | Residual | 61.171 | 152 | .402 | | |
| | Total | 65.376 | 153 | | | |

Table 13: Coefficients Analysis



| | | Coefficients ^a | | | | | | | | | |
|-------|------------|-----------------------------|------------|---------------------------|-------|---------------------------------|-------------|--------------|------------|---------|------|
| | | Unstandardized Coefficients | | Standardized Coefficients | | 95.0% Confidence Interval for B | | Correlations | | | |
| Model | | B | Std. Error | Beta | t | Sig. | Lower Bound | Upper Bound | Zero-order | Partial | Part |
| 1 | (Constant) | 2.044 | .473 | | 4.323 | .000 | 1.110 | 2.978 | | | |
| | HRP | .428 | .132 | .254 | 3.233 | .002 | .166 | .690 | .254 | .254 | .254 |

a. Dependent Variable: JS

According to the model summary, HR Policies explained 5.8% (adjusted R² = 0.058) of the variance in the Job satisfaction. The Anova table revealed that the Regression model is fit. The table of coefficient disclosed that the HR Policies Positively and significantly (B = 0.428, Sig value = .0000) influenced the Job Satisfaction.

4.4. Hypotheses Assessment Summary

Table 14: Summary of Hypotheses testing

| Hypotheses statement | Unstandardized Coefficient (B) | T | Sig. level | Findings |
|--|----------------------------------|-------|------------|----------|
| H1: “HR Policies and Practices” have a positive and significant impact on “Job Satisfaction” | .742 | 10.11 | .000 | Accepted |

The results showed that HR Policies and practices have a positive and significant impact on Job Satisfaction. The H1 is therefore accepted.

5. Discussions, Conclusion, Policy Implications and Future Research

5.1. Conclusion

The purpose of this study was to analyze the impact of HR Policies and practices on the Job Satisfaction. A total of 384 questionnaires were distributed to FMCG’s in Karachi whereas 172 questionnaires were received. The collected data was then analyzed through different Statistical techniques and tests for inferential analysis. Findings revealed a positive relationship among independent and dependent variable and job satisfaction suggest how efficient and effective employees could be when they are highly satisfied on the job. Therefore, organizations need to apply these tested variable in their policies in order to make employees satisfy on their jobs. The results further disclosed a positive and significant relationship among these variables. According to the results of regression analysis the performance appraisals had a positive and significant impact on the Job Satisfaction. Therefore, the H1 was accepted.

5.2. Discussion

The Study found that Human resource policies influence employee job satisfaction as evident by the majority of the respondents who were in agreement that Human resource policies influences job satisfaction. Compensation function of HR engages the employees in the job, if the employee is happy and satisfied with his job then organization does not need to worry about the happiness. Out of the five items on Compensation and reward (Independent variable) item number 5 “My organization offers market competitive remuneration” was identified to have the highest mean of (i.e.3.95). The study found that reward policy affect job satisfaction as evidenced by the majority of respondents who agreed that reward policy affect job satisfaction. Study found that well-designed reward policy can be used for attracting, motivating and retaining the employees. “In my organization, I get incentives such as promotion, award and bonuses” has the highest mean of (i.e.3.74). The study found that Training and development policy affects job satisfaction as evident by the majority of the respondents who acknowledged that training and development do affect job satisfaction. The study evident that training and development helps employees to achieve those skills that are needed to grow more and boost productivity which result in higher level of employee satisfaction . “In my organization, I can use knowledge and behaviors learned in training at work” has the highest mean of (i.e. 3.86).

5.3. Policy Implications

This research helps to analyze that managers should design attractive reward policies that should clearly be understood by all the employees and run in the organization’s culture so as to ensure productive employees remain satisfied and firm. On the basis of the findings of this study the FMCG’s in Pakistan may offer fair and suitable promotional opportunities to workforce for enhancing employee satisfaction and efficiency in work performance. Management of FMCG’s may implement good human resource practices which allows organizations to develop skillful, motivated and committed employees, who can ultimately create a greater value for organization.

5.4. Limitations

By conducting this research study there are some factors that had been identifies and those factors may have an effect on our research investigation. So those are described under the portion of limitation of this study, firstly the sample size was used is very limited and data was collected from the residents of Karachi. Secondly the study was limited around the two major

variables: Human Resource Policies and Job satisfaction. This research work was also confined to quantitative approach towards data collection and interpretation.

5.5. Recommendation

The study was limited in the examination of the human resource policies, which affect job satisfaction. It only focused on study, the influence of effects of reward policy, training and development and promotion policy on employee satisfaction. Hence there is need for future research to examine other factors other than the one focused on in this study. In order to validate the findings of this study, a cross-sectional study can be undertaken by future research in other industrial concerns and also in context of international organizations.

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