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**ISTANBUL AYDIN UNIVERSITY
INSTITUTE OF GRADUATE STUDIES**



**EMPLOYEE SATISFACTION AS A RESULT OF HUMAN RESOURCE
MANAGEMENT PRACTICES IN NIGERIAN BANKING COMPANIES: A
CASE STUDY OF UNITED BANK FOR AFRICA [UBA] NIGERIA.**

MASTER'S THESIS

ORİYOMI ABIODUN AKINOLA

**Department of Business
Business Administration Program**

JUNE, 2022

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(Y1912.130025)

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Thesis Advisor:Dr.Ogr.Uyesi MURAT UNANOGLU

JUNE, 2022

ONAY FORMU

DECLARATION

I hereby declare with respect that the study “Employee Satisfaction As A Result Of Human Resource Management Practices In Nigerian Banking Companies: A Case Study Of United Bank For Africa [Uba] Nigeria.”, which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (.../.../20...)

ORIYOMI ABIODUN AKINOLA

FOREWORD

I appreciate God for giving me the courage and determination to do it with His help. This dissertation has been submitted to Istanbul Aydin University in Turkey for consideration for the Master of Business Administration degree, between October 2022 and march 2023, the research detailed in this article was carried out at Istanbul Aydin University's Department of Business Administration under the direction of Asst Professor Dr. Murat Unanoglu. To the best of my knowledge, all allusions to earlier work in this work are original. This dissertation has not been submitted, nor are any substantially identical dissertations, for any other degree, diploma, or qualification from any other university. I am are grateful to everyone who assisted me in completing this project. My family, friends, and everyone who has recognized my work's accomplishments have provided me with their support and experience. I'd also like to express my heartfelt gratitude and admiration to my supervisor. This

research, as well as the research that led to it, would not have been possible without the assistance of my academic adviser, Dr. MURAT UNANOGLU, who has considerably supported me in completing my work.

Finally, I am grateful to all staff members and students of Istanbul Aydın University's Graduate School for their contributions to ensuring the best facilities.

March 2023

ORİYOMI ABIODUN AKINOLA

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ABSTRACT

This study is done to explore and define the impact of human resource practices on job satisfaction of employees in UNITED BANK FOR AFRICA bank in Nigeria. In a world full of changes there is a crucial need to acquire better knowledge about the problems and things that affects employees since the employees are the most important asset for any organization. The core objective of this research is to find and explore the impact of human resource management practices in UNITED BANK FOR AFRICA banking Nigeria. These practices include recruitment and selection, performance appraisal, training and development, compensation, working environment, job design and responsibilities, promotion, job security and appreciation. For our research, we focused on the case of UNITED BANK FOR AFRICA bank in Nigeria. A questionnaire has been distributed for around 300 Hundred of employees and all of them responded. We collected that primary data and used Statistical Package for Social Science (SPSS) computer software program to analyze data. Finally, the research is concluded with findings and recommendations for the bank to improve their HRM practices.

Keywords: HRM, Job Satisfaction, Turnover, Performance, Compensation, Benefit, Safety and Health.

**NİJERYA BANKACILIK ŞİRKETLERİNDE İNSAN KAYNAKLARI
YÖNETİMİ UYGULAMALARININ SONUCUNDA ÇALIŞAN
MEMNUNİYETİ: UNITED BANK'IN AFİRKA [UBA] NİGERİA ÖRNEĞİ**

ÖZET

Bu çalışma, Nijerya'daki UNITED BANK FOR AFRICA bankasında insan kaynakları uygulamalarının çalışanların iş tatmini üzerindeki etkisini arařtırmak ve tanımlamak için yapılmıřtır. Deęişimlerle dolu bir dünyada, çalışanlar herhangi bir organizasyon için en önemli varlık olduğundan, çalışanları etkileyen sorunlar ve şeyler hakkında daha iyi bilgi edinmeye çok büyük bir ihtiyaç vardır. Bu arařtırmanın temel amacı, UNITED BANK FOR AFİRKA bankacılık Nijerya'daki insan kaynakları yönetimi uygulamalarının etkisini bulmak ve arařtırmaktır. Bu uygulamalar, işe alma ve seçme, performans deęerlendirme, eğitim ve geliştirme, ücretlendirme, çalışma ortamı, iş tasarımı ve sorumlulukları, terfi, iş güvenlięi ve takdiri içerir. Arařtırmamız için Nijerya'daki UNITED BANK FOR AFRICA bankası örneęine odaklandık. Yaklařık 300 Yüz çalışana bir anket dağıtıldı ve hepsi yanıtladı. Bu birincil verileri topladık ve verileri analiz etmek için Statistical Package for Social Science (SPSS) bilgisayar yazılım programını kullandık. Son olarak, bankanın İKY uygulamalarını iyileřtirmeye yönelik bulgular ve önerilerle arařtırma sonlandırılmıřtır.

Anahtar Kelimeler: İKY, İş Memnuniyeti, Ciro, Performans, Ücret, Menfaat, Güvenlik ve Saęlık

TABLE OF CONTENT

FOREWORD	1
ABSTRACT	3
ÖZET	4
LIST OF TABLES	8
I. INTRODUCTION	9
A. Research Question.....	17
B. Research Objectives	17
C. Significance Of The Study	17
D. Scope Of The Study	18
E. Research Hypothesis	18
F. Limitations	19
G. Definition Of Terms	19
1. Performance appraisal.....	19
2. Employment	20
3. Human resource	20
4. Management.....	21
5. Human Resources Effects	22
H. Ethical Consideration	22
I. Organization of Thesis	22
II. LITERATURE REVIEW	24
A. Introduction	24
B. Job Satisfaction	30
C. Human Resource Management	32
D. Human Resources Management Practices	33
1. Recruitment and Selection	34
2. Training and Development.....	35
3. Performance Appraisal (Pa).....	38
4. Compensation.....	39
5. Job Security.....	41

6.	Job design.....	41
7.	Promotion.....	42
8.	Work Environment.....	42
9.	Recognition and appreciation.....	43
E.	Employee Engagement.....	44
F.	Relationship between Employee Performance and Human Resource Practices	44
1.	Organizational Justice	45
2.	Employee and Managers Relations.....	45
3.	Work Engagement.....	46
G.	Effects of Human Resource Practices on Employee Performance	47
H.	Chapter Summary.....	47
III.	METHODOLOGY.....	48
A.	Introduction	48
B.	Research Design.....	48
C.	Data Collection Methods.....	49
D.	Data Collection Instruments.....	50
1.	Questionnaire Design	50
E.	Data Analysis Techniques.....	51
1.	Descriptive Analysis	51
2.	Reliability Test.....	52
3.	Inferential Analysis	52
IV.	DATA ANALYSIS	53
A.	Introduction	53
1.	Reliability analysis	53
B.	Descriptive analysis	54
C.	Inferential statistics	64
1.	Correlation Analysis.....	64
2.	Hypotheses Testing	65
3.	Multiple Regression Analysis	66
D.	Hypothesis Results	68
E.	Theoretical Framework	68
F.	Scales.....	68
G.	Research Findings Of Hrm Practices	70

V. CONCLUSIONAND RECOMMENDATION	72
A. Introduction.....	72
B. Recommendations	73
C. Limitations Of The Study	78
VI. CONCLUSION.....	80
VII. REFERENCES.....	81
RESUME.....	88

LIST OF TABLES

Table 1 Reliability Statistics of HRM Practices and Job Satisfaction	53
Table 2 Descriptive Statistics Of Job Satisfaction	54
Table 3 Descriptive statistics of job satisfaction.....	54
Table 4 Descriptive Statistics of Staffing.....	55
Table 5 Descriptive Statistics of Training and Development	55
Table 6 Descriptive Statistics of Compensation	56
Table 7 Descriptive Statistics of Performance Appraisal	57
Table 8 Descriptive Statistics of Promotion.....	57
Table 9 Descriptive analysis of HRM practices.....	58
Table 10 Gender Analysis.....	58
Table 11 Age analysis	59
Table 12 Education analysis	59
Table 13 position analysis.....	60
Table 14 length service analysis	60
Table 15 descriptive analysis for HRM practices based on age.....	61
Table 16 Descriptive analysis for demography based on Education	62
Table 17 Descriptive analysis for demography based on position.....	63
Table 18 Descriptive analysis for demography based on length of services	64
Table 19 correlation coefficient	65
Table 20 model summary	66
Table 21 coefficients	67

I. INTRODUCTION

Firm operations must be well managed in today's dynamic world. In today's business world, having a well-functioning human resource management system is essential for any firm or corporation, regardless of its size or industry. Concerns about human resource management must be addressed immediately in Nigeria's banking sector, which is one of the fastest-growing in the country. The need for this service is increasing because these institutions deal with a large number of customers and employees every day. It's all about making sure your workers are well-cared for. Human resource management (HRM) is defined by Beardwell, Holden & Claydon (2004) as the philosophy, rules, procedures, and practices that govern HR in a business. For an organization to be successful, strong and flexible human resources must come first.

Human resources management (HRM) is a method for using personnel to achieve an organization's objectives (Mondy and Noe, 2005). All of an organization's operations and duties connected to recruiting and retaining a highly trained workforce are included in HRM, Denishi and Griffin assert. Recruitment and selection, training and development, performance appraisal methods, compensation packages, workplace conditions, job design, growth opportunity, job security, and non-financial rewards and appreciation are just some of the aspects of HRM that have an impact on employee morale and job satisfaction. Human resources have a significant impact on an organization's performance. In today's commercial world, HRM is highly regarded (Blake, 1995). Working for a company where people are happy with their jobs is critical to keeping them there and keeping them from leaving for another one that offers higher pay or better benefits. When it comes to gauging employee satisfaction, HR strategies that foster a strong sense of teamwork are critical. An organization's ability to perform at its best depends on its employees being happy in their jobs. In a business, it's critical for both employees and bosses to understand this. People who are satisfied with their jobs have a sense of well-being that includes mental, physical, financial, technological, and interpersonal stability. It

encourages the employee to stay in the company for a long time to come.

According to this theory, low levels of job satisfaction contribute to high staff turnover rates, which in turn pose a host of issues for the company. Employee happiness is essential because of the time and money involved in educating and developing outstanding employees. People are a company's most valuable asset, therefore keeping them content at work is crucial. According to Griffeth, Hom, and Gaertner, job unhappiness and employee turnover are linked (2000). According to Gance, Hogg and Huberman, there is also a correlation between turnover in the workplace and productivity (1997). It was found that job satisfaction was linked to turnover intention and the company's production method in a study by Amah in 2009. The banking sector in Nigeria has been the subject of many studies and research on HRM practices, as we all know.

HRM's major purpose is deliberate workforce development, which employs a mix of cultural, structural, and people tactics to gain a competitive edge through the planned development of a dedicated and effective workforce (Storey, 2001). According to Beer and colleagues, any administrative decisions and activities that have a direct impact on the organization's contact with its employees are considered part of HRM (1984). Armstrong (2006) defines human resource management (HRM) as a comprehensive approach to the management, development, and management of a company's human resources in which every step of the process is fully integrated into the overall management of the company. Schuler and Jackson (1987) created the strategic model of HRM by integrating HR practices within a framework of competitive strategies. They claim that a company's management plan has an impact on its employees' behavior. This strategic approach of human resource management has some flaws, such as failing to consider the requirements of employees and neglecting to consider local laws, societal norms, and values (Legge, 1995:115; Budhwar and Debrah, 2001: 500). In contrast to the "soft model" of HRM, which emphasizes employee commitment, Legge's strategic model refers to this as the "hard HRM model." Japan's economic performance was enhanced in the late 1970s and early 1980s by a concentration on cultural characteristics, and as a result, the country earned a competitive advantage over other countries. When comparing these three various definitions of HRM, the 'Strategic' element of the management strategy becomes clear. In these criteria, HRM operations such as recruiting, selection,

rewarding, training, and assessing are all linked to the organization's goals. Strategic HRM is human resource management that integrates a business's strategic goals with the HR function (Sparrow, Brewster & Harris, 2004). HRM is a tough phrase to define because it has so many distinct connotations, as evidenced by these definitions. According to Storey (2001), HRM is fluid and may be applied to a wide range of situations, from books to society to organizations. These three factors should also serve as a guide for defining HRM and implementing the concept.

Economic, social, political, and legal concerns all play a part in HRM policy and practice implementation. Study national HRM models, including their procedures, beliefs, and challenges, requires a thorough understanding of local history and culture. As an example (Hofstede, 1993). Nigeria is by far Africa's most populated country in terms of population. Because of its size and quantity of human capital, Nigeria is one of Africa's most sought-after investment destinations. Increased international and domestic corporate activity in Nigeria necessitates the development of local capacities as well as the use of local expertise. To be successful in Nigerian business, you must understand how to manage your personnel as well as the elements that influence it. As a result, it is impossible to separate values, customs, and the exterior cultural environment from how things are done within.

Human resource management (HRM) was first mentioned in Nigerian literature during the colonial era in 1940, and it later became wage employment as a result of industrialization and commercialization. Despite substantial growth in human resources in Nigeria since then, the industry has recently been hampered by a lack of professionalism and specialization. Several factors have been proposed to explain Nigeria's poor human resource management practices. These are some of the topics that will be covered in further detail in this article. The country's great cultural variety has influenced human resource management. Hiring decisions in Nigeria are heavily impacted by cultural, linguistic, religious, gendered, and educational backgrounds. As a result, the chances of an ordinary Nigerian finding work are diminished.

In recent years, most Nigerian businesses have highlighted the need of employee training. Training courses that pique participants' attention and inspire them to produce new ideas can benefit both employees and companies. Management, supervision, and HR departments are responsible for ensuring that all employees

receive enough training. Certain Nigerian firms now include workplace education and training subsidy allowances in their salary, while others have adjusted their compensation structures to do so. Job-related training must be proved to benefit both firms and people. This is a major worry. As a result, employees may find it difficult to learn new skills that are not directly related to their job obligations. Despite this, the majority of Nigerian firms recognize the importance of training and give it when appropriate. Having the proper people on the team will enable them to make informed decisions in a variety of disciplines. Another area that needs to be improved and developed is workplace health and safety management procedures. The Nigerian government does not keep track of the number of occupational fatalities and non-fatalities. These organizations are concerned that other organizations would accuse them of failing to resolve safety issues and sufficiently compensate their victims. Employees in Nigeria, on the other hand, may be unaware of their legal rights to a safe workplace free of occupational hazards and proper compensation in the case of an accident or risk that affects them both physically and psychologically. In Nigeria, the governmental sector, as well as the majority of commercial firms, are heavily unionized. Employees and employers collaborate to preserve and advance their respective interests. Up to March 2005, government-enforced unionization in Nigeria resulted in about 60% of the workforce being unionized. The Petroleum and Natural Gas Senior Staff Association (PENGASSAN) represents executives in the oil business, while the National Union of Petroleum and Natural Gas Workers (NUPNGW) represents frontline workers in the industry (NUPENG). The Nigeria Labor Congress (NLC) and the Trade Union Congress of Nigeria (TUC) are two examples of industry-wide trade unions that are affiliated with distinct national unions. Union involvement in private firms has been limited. Some of these private firms' employers and employees are increasingly establishing joint forums to discuss concerns, identify difficulties, and find solutions for improving workplace relations.

In banking, customer-employee relationships are critical to the success of the business; therefore, banking HRM strategies must be given greater emphasis. As a result of the banking industry in Nigeria's lack of focus on human capital, there has been little research into HRM strategies and practices. In today's competitive business world, employee performance is one of the most critical factors in a

company's success (H. Khan & Wisner, 2019; Sutdualan, Sutdualan, & Jermisittiparsert, 2019). Human resource management (HRM) must be the primary focus of any effort to raise employee productivity (Kerdpitak & Jermisittiparsert, 2019, 2020). The influx and outflow of employees was previously unrecognized because firms did not follow human resources standards (Noe, Hollenbeck, Gerhart, & Wright, 2017). In light of globalization, it is increasingly important for firms to implement HR policies in order to maximize the productivity of their workforce. T&D helps workers perform better by providing both on- and off-the-job training. Training allows employees to stay up-to-date on the newest developments in their field. When it comes to increasing productivity and profitability, many manufacturing organizations use human resources management (HRM) rather than training and development (T&D), but this is a mistake (Gan & Yusof, 2019). Employees are more motivated to perform at their best when they receive regular feedback on their work. Employees are happier and more productive as a result of R&C and employee empowerment (Elnaga & Imran, 2013; Kampkötter.).

Many studies and research have been done on HRM practices, but very few of them have been done on the financial sector in Nigeria, as we all know. Banking activities are strongly reliant on relationships between employees and customers; as a result, HRM strategies that organize these kinds of interactions in banks must be given considerably greater attention. There hasn't been much research on HRM strategies and practices in Nigeria because the banking industry here doesn't pay enough attention to the organization's most important asset: its people capital.

Few studies examine the impact of HRM practices in Nigerian countries, and those that do tend to concentrate on a small number of issues, such as performance and pay. According to Aiman (2002), job happiness has a significant impact on both the performance and conduct of employees as well as the motivation of those who work for them. She adds that if an organization fails to generate a strong sense of job satisfaction, it will fail. Ameen (2016) claims that job stability has an effect on employee satisfaction and performance. Organizations, he says, need to improve the working environment and respond to employees' needs in order to prevent turnover. When I worked for the United Bank for Africa in Nigeria, I learned a lot about this. We saw a significant percentage of staff churn during my time working there. This research will examine the current situation in light of what has been said

above, with the goal of providing insight into the root causes of high employee turnover and offering suggestions for how to lower it. As a former employee of the Nigeria Central Bank's human resources department, I can attest to the fact that there are numerous problems that must be solved. I'm hoping that this study will bring more attention to the region. A high percentage of staff churn was something we noticed. I'd want to investigate this issue in light of the preceding conversation, and hope to shed light on the causes for high staff turnover rates and propose methods to minimize that rate in my research project. As a result of my time working at the bank of Nigeria's human resources departments, there are a number of concerns that need to be addressed. It would be great if this research will bring greater attention to the subject.

Commercial banks have a wide range of challenges, many of which have worsened since the global financial crisis began. Commercial banks' financial performance has been negatively impacted as a result of weak portfolios, inadequate investments, insufficient liquidity, and more. Underperformance of institutions' internal and external operations as a source of unmet customer needs Commercial banks have been unable to secure their customers' and shareholders' capital for many years because of their inability to prevent hazards. Anxieties related to operations, loans and liquidity have also harmed Nigeria's banking sector. In the previous few decades, the commercial banking sector has undergone a number of changes. As financial markets around the world have grown and integrated, new opportunities and difficulties for commercial banks have arisen as a result of regulatory changes, technological advancements in banking and information, and the widespread acceptance of the market economy in less open economies. However, while these changes have given banks new opportunities, they have also increased the level of competition in the global banking market as well,

Commercial banks in Nigeria have an important role in affecting the economy by helping to increase capital formation and investment. They have a significant impact on the country's growth and development. While they are essential to sustaining the economy as a whole, they are also a major source of income for the government. Investment would be encouraged by low interest rates, and commercial banks will help implement Nigeria's Central Bank's financial strategy.

A number of problems confront commercial banks, threatening their capacities and competitiveness, particularly since the onset of the global monetary crisis. One result has been weak portfolio, bad investment, insufficient liquidity, and other negative effects on the financial performance of various commercial banks. Customers' unmet needs as a result of these institutions' subpar internal and external operations. For many years, commercial banks have been unable to prevent dangers or protect their consumers and shareholders' capital. Bank performance in Nigeria was also impacted by operational, credit, and liquidity issues.

As a result, commercial banks have forced to rethink their operations. Change must be anticipated and dealt with head-on by commercial banks. They must also be able to create internal settings and adapt to external conditions. Most importantly, it must be met. Therefore, there is a greater demand for employees that have distinguishing qualities and high levels of expertise that can't be replicated by the competition. To be competitive, a business must have an efficient system for managing its employees, which is where human resources management (HRM) got its start. HRM practices and policies include employee staffing, employee development, performance management, compensation management, and increasing employee engagement in decision-making. In order to activate the role of HRM, banks must employ Human Resource Management Practices. Human resource management (HRM) is tasked with helping businesses develop and maintain their most important asset—their employees—while also providing them with the flexibility and adaptability they need to stay ahead of the competition. When it comes to an organization's overall performance, an employee's behavior is regarded one component that has an impact and a role on it, even when other factors that contribute to its success are also present (Saleh et al., 2020). Employee behavior is influenced by a variety of HRM practices that are different but linked. The HRMP is used to measure the performance of each employee in the organization and to motivate and create competitiveness among the employees by inspiring them and generating a sense of competition.

Employee management is an important part of running a successful business, and it's not just about raking in money. Organizations that have a well-defined set of Human Resources Practices in place can easily execute this objective. In company, it is better to employ practices that are both legal and ethically sound than to manage

employees haphazardly. The most effective and efficient means of accomplishing any goal or job for a firm is the result of the greatest human resources strategies. If these procedures are followed in accordance with the company's stated mission and objectives, they can alleviate many of the problems that may arise with regard to its employees. It is significantly better for an organization to work together toward a common objective and have a plan in place to get there, rather than working on their own (Taylor, 2014). Worker recruitment, training, evaluation, and compensation are all components of HRM, as are issues related to employee relations, health, and safety on the job. It is proactive and sees people as economic assets and liabilities that must be actively controlled. It is the process of acquiring, developing, motivating, and retaining the best and most efficient workforce possible. In order to achieve the company's vision, mission, and goals, HR is the most important resource. It has a direct impact on the effectiveness of the company and lowers the rate of employee turnover. Employees are the only ones capable of increasing the company's output.

The most common HR practices in organizations are recruitment and selection, training and development, performance evaluation, monitoring and evaluation of HR practices, compensation, health and safety concerns and welfare services despite the fact that few studies have been conducted in Africa to demonstrate the effectiveness of HRM practices (Okpara, 2008). However, it is impossible to identify with certainty how much of what they have learnt in academic human resource management can be applied in the third world or underdeveloped countries. We can no longer make meaningful comparisons between countries since they are no longer homogeneous. Keep in mind that no two organizations are comparable, and this is especially true when it comes to public enterprises and government agencies, which are more susceptible to changes in HR management. There are several theories of human resource management that are more theoretical than practical, and may only be used for academic purposes in nations outside of Africa like China, Japan, and Australia. Human resource management is a major topic of discussion in third world countries because of the unique circumstances in which they operate (Itika, 2011).

A section completely dedicated to human resource management would be excessive. Concerns about human resource management and their impact on

organizational performance have not received the attention they deserve. Personnel management responsibilities such as recruitment and selection, performance appraisal, promotion, demotion, and pay became increasingly subjective as a result of the emphasis on traditions and socio-cultural issues. Service-oriented businesses, in particular, must make the most of their limited resources in today's fast-paced and fiercely competitive business sector. To create and maintain a competitive position locally and globally, an organization's resources and talents must be used more effectively. Employee competence and cooperation with management, employee cooperation with one another and with management, employee motivation, commitment, satisfaction, retention, and presence are all outcomes of HRM policies that must be implemented by an HRM specialist and line managers.

A. Research Question

Employee satisfaction at UBA bank in Nigeria will be examined as part of this research. Compared to this, just a few studies have been conducted in Nigeria on HRM in the banking industry. The following research questions are the focus of this study:

UBA Bank in Nigeria employs what kinds of human resources practices?

UBA bank's employees in Nigeria are divided on how much each of these policies contributes to overall job satisfaction.

B. Research Objectives

HR management techniques such as recruiting, selection, training, and development; compensation; performance evaluation; working environment; job design; growth potential; and job security and rewards and appreciation are the focus of this study..

C. Significance Of The Study

A number of factors contribute to its importance, including the following: Due to the fact that underdeveloped countries tend to overlook human capital, there is a paucity of research on HRM practices in Nigeria. Furthermore, in earlier studies, researchers typically used three to five HRM practices to gauge employee

satisfaction with their jobs. On the other hand, this research examines nine different behaviors in an effort to determine the overall impact on job satisfaction. Consequently, our research is one of the few studies that examine a variety of HRM practices at once.

D. Scope Of The Study

The study was carried out at UBA Nigeria in order to determine the impact of human resource practices on job satisfaction inside a firm. The study was carried out in the bank that will serve as the study's subject population. Primary data will be collected by a questionnaire using a descriptive research methodology. In light of the complexities of the study, it is impossible to presume that all relevant information was acquired. During the global epidemic, the information acquired was restricted to those which respondents made readily available. Because of this, the researcher recognizes any deficiencies or irregularities.

E. Research Hypothesis

HR strategies have a major impact on employee satisfaction. They studied the impact of HRM practices on the job satisfaction of nigerian university instructors. Compensation methods, employee performance evaluation practices, promotion and empowerment practices were found to have no effect on job satisfaction, but other aspects did.

Therefore, this research paper hypothesized that:

H1: Staffing has significant and positive effect on employees' job satisfaction in UBA bank

H2: Training and development has significant and positive effect on employees' job satisfaction in UBA bank

H3: Performance appraisal has significant and positive effect on employees' job satisfaction in UBA bank

H4: Compensation has significant and positive effect on employees' job satisfaction in UBA bank

H5: Promotion has significant and positive effect on employees' job

satisfaction in

UBA bank

F. Limitations

There are several ways to create a competitive edge through human resources management, and each country has a unique strategy for doing so. Despite this, there is still a need to deploy human resources in developing countries, as it has a significant impact on the bank's profit maximize ratio. As a means of improving Nigeria's economy, more research is needed into the country's financial institutions. To solve these issues, future study will use more than one survey of the same respondents to gather data from a more representative sample. HRM's primary purpose is to ensuring that an organization's success is facilitated by a well-trained and motivated workforce. As long as HRM procedures including recruiting and selection, development and training; performance evaluation; career planning; employee engagement; and remuneration are followed with strict adherence to the law, this can be accomplished.

There should be a direct correlation between the actions of human resources staff and HR practices. If they don't, the disconnect can illustrate the idea of "up a creek without a canoe": it may work, but it's not very successful in this situation. Thriving Human Resources departments might be compared to a well-tuned fishing boat, always looking for the best catch they can catch. By using HR's efforts to bring in new business, you can catch your employees and use them as a fishing rod. For any corporation, HR practices are strategic in nature and represent a critical guiding system that works in tandem with its executive business plan. When an organization's human capital works for it, HR policies set the groundwork for its success. So, it is imperative that study be done on the relationship between HRM and organizational performance across diverse industries to develop accurate and effective management techniques.

G. Definition Of Terms

1. Performance appraisal

Regularly reviewing an employee's work performance and overall

contribution to a firm is known as a performance evaluation. Annual reviews, evaluations of performance, and employee appraisals are all terms used to describe the process by which an employer determines whether or not an employee has improved in terms of his or her abilities, accomplishments, and potential. Performance evaluations are used by companies to provide employees with a broad view of their work and to justify salary raises, incentives, and terminations. Annual, semi-annual, or quarterly surveys can be undertaken at any time.

2. Employment

Employer-employee relations are governed by a contract of employment. The employer is usually in charge of what the employee does and where he or she is assigned to work. ” As a result of the agreement between an employer and a worker, the worker is employed. A salary or hourly wage is given to the worker in exchange for their services. The terms and circumstances of work are mostly predetermined by the employer, even though employees can bargain over some of the specifics. Both parties have the right to call off the agreement at any time.

An individual employee's employment agreement can take the form of a verbal agreement, a written email, or a formal job offer letter, among other options. It is possible for an employer to make a formal, written employment offer during an interview or as part of an employment contract..

3. Human resource

As a collective, employees are a company's most significant resource, and the term "human resources" is used to designate both the people who work there and the department in charge of overseeing everything that has to do with them. Workplace motivation, organizational behavior, and selection assessments began to take shape in a variety of work contexts in the 1960s when the phrase "human resources" was first created.

Today, the administration and training of personnel is referred to as "human resource management," a broad word that encompasses all aspects of human resource management in a business. It's also known as personnel or talent management, however both phrases are a little outdated. Human resource management oversees all aspects of human capital management in an organization.

A number of key facets of human resource management are consequently the emphasis, including

- Hiring and staffing
- In addition to wages and perks,
- Education and training
- Employee relations and labor unions.
- Organizational growth

As a result of the several subfields within human resource management, it is not uncommon for HR practitioners to specialize in a single or several of these. The following are just a few of the many related job titles available to HR professionals:

Training and development professional

- Human resources manager
- Employee benefits expert
- Generalist in human resources

Employer relations specialist: a specialist in evaluating compensation and evaluating work

- Manager of training and improvement
- Recruiter
- Benefits advisor
- Human resource analyst

4. Management

The effectiveness of an organization's management team is critical. Additionally, managers are responsible for communicating with higher-ranking members of their organization to ensure that the team is on track to fulfill its objectives and advance the company's interests. However, despite the fact that the roles of managers vary from industry to industry and workplace to workplace, they all perform the same core functions as a manager, you must understand what it means to be a manager and how to go about doing so. Management is the

coordination and administration of tasks in order to accomplish a specific goal. Establishing a company's strategy and working with employees to make the most of the resources at their disposal are just a few examples of administrative responsibilities. An organization's management structure, on the other hand, might be referred to as the "hierarchy of authority."

5. Human Resources Effects

This term refers to the beneficial and negative effects that human resources have on the departments' operations, rules, and procedures (Caliskan, 2010). Furthermore, Okpara (2008) describes human resource effects as the catalysts for organizational change in the human resources department.

H. Ethical Consideration

For this study, humans participated. It was therefore necessary to get permission from those who would be taking part in the study, as a result Researchers in social science research must adhere to a set of ethical standards that mandates they obtain informed consent from all participants, safeguard them from harm and discomfort, maintain the confidentiality of all data, and explain the experiment and results to those participants after the study is complete (Katundu et al., 2014). It was necessary to add a "introduction" section to a questionnaire/checklist in order to gain the informed consent of all participants, assuring them that their replies would be kept confidential and asking for their permission for them to answer survey questions or interviews.

I. Organization of Thesis

There are a total of five sections to this dissertation. Chapter one includes an abstract, an introduction to the thesis and the overarching subject, and a consideration of the connections between concepts presented in other articles. This chapter's other sub-sections include a description of the problem, a set of hypotheses, and a hypothesis or hypotheses to test. Additionally, the limits of the study are discussed, as are the definitions of many key terms and ethical considerations.

The second chapter was devoted to a review of current literature on the subject.

Research methodology, design, and framework were covered in detail in the third chapter. Using the findings of this investigation, I wrote Chapter 4 using SPSS.

Examine the information gathered from the survey. Lastly, in chapter five, we review the study's findings, theoretical and policy implications, and conclusions and recommendations.

II. LITERATURE REVIEW

A. Introduction

Gerhart (2007) claims that HRM is a combination of numerous elements, including practices, policies, and systems that impact an employee's behavior, attitude, and performance in a favorable manner. HRM procedures are linked with the measures necessary to staff a company and sustain high levels of employee performance (Mahmood, 2004). Human resource management (HRM) methods such as recruitment, selection, training and development, and compensation, incentives and recognition are identified by Yeganeh and Su (2008) as the most common. An organization's total performance can be improved by implementing HRM best practices that focus on employee satisfaction, which in turn leads to increased productivity. Eleven practices examined by Delaney and Huselid (1995) were found to have a significant impact on employee contentment. These practices included hiring, performance evaluation, incentive compensation, job design, delegation of decision-making authority, information sharing, attitude assessments, and participation by labor and management.

The effect of HRM on job satisfaction was examined by interviewing 480 blue-collar workers from Istanbul's 35 major enterprises, according to Gürbüz (2009). A number of factors, such as empowerment, teamwork and job rotation, as well as involvement and contingent remuneration, were tested. Workers' level of job satisfaction is influenced most by their ability to influence company policy, according to a new study. A study by Igbal et al. (2013) in Punjab, Pakistan, examined the impact of human resources practices on workplace happiness in the private sector. Supervisory responsibilities were shown to be highly linked to workplace pleasure, although neither compensation nor decision-making authority were. Syed and Yah (2012) conducted research in China on the impact of work satisfaction on high-performance HRM approaches. In their research, they found that employee empowerment, job rotation and employee engagement, merit-based promotion, pay for performance, and grievance processes were all linked to higher

levels of employee happiness in the workplace.

In Nigerian firms, wages and other benefits are negotiated by unions and employers or employee associations. Some private corporations pay a higher starting wage than government organizations. Nigerian pay scales rely on an evaluation of work performance and analysis in order to ensure equal and merit-based pay increases. Those that put in a lot of time and effort, as well as those who have a lot of expertise and experience, will get paid more. So, in Nigeria, the highest-paying professions are those that require a lot of risk, as seen by the country's high unemployment rate. Public sector organizations owned by the government may conduct annual merit reviews, promotions, individual special adjustments or general wage adjustments. All public and private sector employees are affected when the government requires a pay hike.

As Fajana (2009) points out, Nigeria suffers from an oversupply of labor but a dearth of qualified workers. We had a hard time keeping hold of our best workers. Fajana and Ige (2007) argue that high performance necessitates excellent management. In Nigeria, human resources management (HRM) is still in its infancy and requires a lot of research. As a result, Nigerian workplaces rely heavily on ideas and practices from other countries because they lack local HRM models. People management in Nigeria appears to be influenced by Western-inspired practices that have cultural and institutional influences. Human resource management methods are therefore a hybrid of native and imported varieties. It may be possible for an organization to benefit from the potential of HRM to be transplanted from the parent country's culture to rising countries like Nigeria by paying attention to the cultural context in which individuals are raised and how they interact with their environment. However, the majority of businesses lack the resources to do HR management R&D. Nigeria's democratic system places a cap on the number of foreigners allowed in the nation, which has helped HRM practices. Nigeria can import new technology to boost HRM, but training is still a bit behind, thus expats are still urged to manage such. For the sake of efficiency, Nigeria's corporate sector is employing a variety of new ideas and skills. HRM practices in Nigeria can't be totally replicated by other countries. HRM in Nigeria is yet to be investigated because of the country's unique social and cultural aspects. Good relationships between employers and employees are necessary for economic growth in Nigeria and around the world. As a result of a lack

of internal workers in Nigeria, HRM procedures have been affected. A second argument is that deregulation, globalization, and technical advancements have made today's economic climate too complex for many firms to finish unique initiatives without adding more staff to the payroll (Olofin & Folawewo, 2006). By giving access to continual education and training, Nigerian businesses are now making it easier for their employees to progress in a truly globally integrated and collaborative workplace. Nigerian companies have been adopting innovative HR practices based on international ideals in recent years. Many functions have been outsourced by a company's consultants, reducing the number of employees on its payroll. Employees' commitment, dedication, and loyalty are eroding at the same time that employers pay less for more effort. In Nigeria, managers must keep an eye on the amount of employees and ensure that they are aligned with the company's goals and objectives. Both the Nigerian government and the company's management are working hard to ensure that their HR policies are in line with the company's overall business strategy. Over the last half-century, the Nigerian government has made significant efforts to boost the proportion of its own citizens working in the oil sector (which is the most organized and well-paid job sector). Reg. 26 of the 1969 Petroleum and Drilling Act is one of the first government measures to increase the participation of Nigerian national oil employees. The employment process in Nigeria is selective, and employees are given the training they need to do their jobs effectively. This has led to a high level of international employment in today's oil business, which requires many expatriate personnel with extensive oil industry experience. In addition, the fact that most oil companies have their headquarters in economically developed countries is also a contributing factor.

For the most part, academic research on HRM has neglected to consider people as anything more than a resource, according to Price (2000). A human person cannot be treated the same way as a machine, according to Price (2000). In the "human" aspect of HRM, employee-employer relations and high-commitment work habits are included (Walton, 1985). "Soft" strategic management includes human resources management (HRM) (Beer et al, 1995). Every company's entire strategy for making decisions, establishing strategies, and enacting regulations should include HR management (HRM) as an essential component (Steering Committee for HRM Standards & Qualification in South African, 1999). Precisely what Price (2000) calls

"eclectic HRM"—drawing from a variety of theoretical and managerial traditions—must be done in order for HR to be effective. An organization's competitive advantage may lay in its capacity to effectively utilize and capitalize on the knowledge and experience of its people in order to meet clearly defined objectives (American Management Association, 2000). Since management is ultimately responsible for the recruitment and retention of highly skilled employees in today's challenging business environment, it is imperative that an organization's purpose is carried out (American Management Association, 2000). HRM can be operationalized on three levels (2004:7): the national level (encompassing the external labor market, the national culture, the social-cultural environment, and the legislations), as well as contingent variables (such as the type and nature of business, ownership, age, etc) (this relates to the HR functions and the internal labour market). The following concepts will guide Nigeria's HRM practices. For the reason that it was established by Budhwar and Sparrow (2004) to analyze HRM difficulties in diverse countries, this model should be used cautiously.

A paucity of talent and an oversupply of labor have made it one of the most labor-intensive countries in Africa, according to Fajana (2009). We had a hard time keeping hold of our best workers. Fajana and Ige (2007) argue that high performance necessitates excellent management. In Nigeria, human resources management (HRM) is still in its infancy and requires a lot of research. As a result, Nigerian workplaces rely heavily on ideas and practices from other countries because they lack local HRM models. People management in Nigeria appears to be influenced by Western-inspired practices that have cultural and institutional influences. Human resource management methods are therefore a hybrid of native and imported varieties. As a case in point, Azolukwam and Perkins (2009) argue that organizations can gain from applying a sensitivity to individuals' socialization as well as economic, historical, political, and social contexts in developing countries like Nigeria. However, the majority of businesses lack the resources to do HR management R&D. Nigeria's democratic system places a cap on the number of foreigners allowed in the nation, which has helped HRM practices. Nigeria can import new technology to boost HRM, but training is still a bit behind, thus expats are still urged to manage such. For the sake of efficiency, Nigeria's corporate sector is employing a variety of new ideas and skills. HRM practices in Nigeria can't be totally replicated by other

countries. HRM in Nigeria is yet to be investigated because of the country's unique social and cultural aspects. Good relationships between employers and employees are necessary for economic growth in Nigeria and around the world. As a result of a lack of internal workers in Nigeria, HRM procedures have been affected. A second argument is that deregulation, globalization, and technical advancements have made today's economic climate too complex for many firms to finish unique initiatives without adding more staff to the payroll (Olofin & Folawewo, 2006). By giving access to continual education and training, Nigerian businesses are now making it easier for their employees to progress in a truly globally integrated and collaborative workplace. Nigerian companies have been adopting innovative HR practices based on international ideals in recent years. Many functions have been outsourced by a company's consultants, reducing the number of employees on its payroll. Employees' commitment, dedication, and loyalty are eroding at the same time that employers pay less for more effort. In Nigeria, managers must keep an eye on the amount of employees and ensure that they are aligned with the company's goals and objectives. Both the Nigerian government and the company's management are working hard to ensure that their HR policies are in line with the company's overall business strategy. Over the last half-century, the Nigerian government has made significant efforts to boost the proportion of its own citizens working in the oil sector (which is the most organized and well-paid job sector). Reg. 26 of the 1969 Petroleum and Drilling Act is one of the first government measures to increase the participation of Nigerian national oil employees. The employment process in Nigeria is selective, and employees are given the training they need to do their jobs effectively. This has led to a high level of international employment in today's oil business, which requires many expatriate personnel with extensive oil industry experience. International corporations with headquarters in economically developed countries account for a large portion of the oil industry's global reach.

According to Asta and Zivile (2011), the relationship between HRM and employee commitment and work satisfaction was studied in detail. Employee work satisfaction is strongly linked to effective human resource management, according to the findings of this study. Nigerian's public sector was studied by Javed et al. (2012), who found that HRM methods had an effect on employee work satisfaction. Training and development, reward and recognition, and their findings showed that recognition

and training and development are essential sources of employee job happiness in the Public sector of Nigeria, but reward had no significant impact on employee job satisfaction. Pakistani government-owned public sector banks were also studied by Masoodul et al. (2013) for the impact of HRM practices on employee satisfaction and loyalty. Human resource management (HRM) strategies included compensation, empowerment, and an evaluation system. Employee remuneration was determined to be the most important component in establishing employee satisfaction, while employee empowerment was found to be a significant influence in developing employee loyalty. Employee recruitment and retention as well as performance evaluations and incentive compensation were also examined by Delaney & Huselid (1995). Workplace design and decision-making autonomy were also examined as were information exchange and employee attitudes. It can be predicted by four different areas of human resources management: salary and promotion rules, performance evaluation methodologies (and employee empowerment), and employee empowerment practices. Researchers Taseem and Soeters (2006) studied the association between eight HR practices and employee happiness. Human resources (HR) activities like as recruitment and selection, placement practices, training and pay systems, and ways for evaluating employee performance all have a significant impact on employee happiness and well-being.

When it comes to the impact of HRM practices on job satisfaction, Taseem and Soeters (2006) found that each of the eight practices studied had a substantial effect. They studied the impact of HRM practices on the job satisfaction of Pakistani university instructors. Compensation methods, employee performance evaluation practices, promotion and empowerment practices were found to have no effect on job satisfaction, but other aspects did.

Accordingly, reports from scientific journals and books on job satisfaction are discussed in this chapter. Human resource techniques such as recruitment and selection, training and development, performance evaluation, compensation, job security, job design, work environment, promotion, recognition, and appreciation have been previously addressed. With HRMP, organizations are able to achieve their goals while developing flexible policies that may be implemented in a variety of ways. HRMP is also consistent with internal policies and techniques in place to ensure that the organization's human resources are utilized effectively and flexibly.

Introduce HRMPs to improve productivity by boosting staff morale and commitment to the job at hand (Khan, 2010; Quresh et al., 2010).

Firms must constantly adjust their human resources management (HRM) practices to keep up with the changing demands of their employees. That in turn will lead to higher productivity, as well as a better work environment for employees, which in turn will help the organization achieve its business goals. When it comes to human resources management, companies must have a set of practices that are internally consistent. Employee productivity and growth are boosted through employer-sponsored training and development. With regular assessments, people can improve their ability to perform at their peak.

An employee's ability to carry out his or her responsibilities is directly correlated to the amount of money the company pays him or her; the more money they get, the better they can perform (Saleh et al., 2020). Profit is generated by an organization's positive factor performance, in which human resources help it achieve its goals of providing a quality product (Anitha, 2014). When it comes to job performance, employees are judged on how well they carry out the duties and responsibilities assigned to them by their employers, and this performance must be up to par with the company's objectives.

B. Job Satisfaction

A growing body of research has focused on the relationship between job satisfaction and well-being in recent years. The relationship between job happiness and employee behavior explains some of the fascination with it. More contented workers are less likely to quit their jobs" (Clark, 2001). According to Shields and Ward (2001), Pergamit and Veum 1989, Akerloff et al. (1988) McEvoy and Cascio (1985, Freeman 1978) and Akerloff et al (Mangione and Quinn 1975). This can be defined as how employees feel about their work. In the eyes of researchers, job satisfaction is defined as employee behavior that is influenced by factors such as pay, working conditions and other variables such as control, promotion and social networks, such as talent (Blum and Naylor, 1986). Workplace contentment may also be defined as the sum total of how contented one feels and believes one is with one's current job. People's feelings about their jobs might range from ecstatic to depressingly irrational. According to George and his colleagues (George and others,

2008),

Job satisfaction is essential for retaining current employees and attracting new, highly qualified ones, both of which are beneficial to the business (Nabi et al., 2016). As a result of a high level of job satisfaction, there is less turnover and absenteeism at the company (Hackman and Oldham,1975). In other words, a company's ability to recruit and retain top talent depends on its ability to provide its employees with a positive work experience. As a result of increased productivity, employees who are satisfied with their jobs are more likely to put in extra effort. A company's performance can suffer if its employees are dissatisfied at work. Numerous aspects of one's work environment and interpersonal connections with supervisors might have an impact on job satisfaction.

Wong (1989) believes that employees are more inclined to leave their jobs if they are dissatisfied at work. In his research, he found a correlation between low job satisfaction and a lack of commitment and productivity. Employees are more inclined to hunt for a new job than stay in their current one due to a lack of incentives and recognition. A company's training and development efforts are squandered when employees leave in droves.

Research has focused on job satisfaction since it has a direct impact on an employee's ability to perform well in the workplace (Mohammad et al., 2017). The HRMP helps employees by boosting their self-confidence, encouraging them, and increasing their job happiness through additional activities and passion in the workplace. – The HRMP Increased job performance is a result of this, which helps the organization achieve its objectives (Astuti et al., 2020; Pradhan et al., 2017). Satisfaction in one's job has a big impact on a person's conduct and interactions with one's employer. The breadth of factors that affect a worker's work experience or quality of working life can also be taken into consideration when evaluating their level of job satisfaction (Byremo, 2015). According to social exchange theory and signal theory, HRMP has an impact on employee behavior. Employers and organizations are said to have a mutually beneficial exchange of goods and services, according to the social exchange theory. By providing as much HRMP support as possible, employers may ensure that their employees are happy in their jobs. An important part of the signaling theory is how it pertains to both individual and organizational behavior. As a result of HRMP's influence on employee behavior,

workers respond by providing effective and high job performance as "signals" of the organization's mission. Human resources procedures that are perceived as fair, just, right, and in accordance with the demands of employees are interpreted as a signal from a business and employees demonstrate optimum job satisfaction and job performance in response (Khalid et al., 2014). Satisfaction at work is a reliable indicator of HRMP's impact on employee performance.

C. Human Resource Management

In the field of human resources, HRM refers to a systemic approach to managing an organization's workforce. (Armstrong, 2006). As Armstrong points out, HRM may be viewed as a philosophy on how to manage people. In today's business environment, human resource management is essential for any organization to meet the demands of today's business and help it develop and thrive. As long as there are dissatisfied workers, these benefits and advantages will not be realized. Proper HRM policies and procedures must be implemented in order to maintain employee satisfaction (Rahman, 2013). It is the competitive advantage that organizations provide that determines whether or not a company is successful, and for these companies, human capital possesses unique features that make it valuable. Thus, HRM assumes an even greater significance in the modern company environment. HRM is a systemic approach to managing an organization's workforce in the field of human resources. According to Armstrong, an HRM philosophy is a method of managing human resources. In today's business climate, HR management is critical for any company's success. If you want to reap the benefits and advantages outlined above, you must ensure that your employees are happy. Employee satisfaction can only be maintained by adhering to sound HR policies and procedures (Rahman, 2013). The ability of a company to provide a distinct advantage over its competitors is defined as its competitive advantage. Human capital is more valuable than other types of capital because it has distinct advantages over other types of capital. As a result, human resource management has grown in importance in today's business world.

Human resource management (HRM) attempts to ensure that businesses and their employees get the most out of each other's skill sets, thereby benefiting both financially and psychologically from the services they give. Employers rely on

effective human resource management to ensure that their employees' job satisfaction needs are addressed. The first few years of a business's life are spent deciding the number of employees and the type of employees the business requires. Additionally, they are responsible for recruiting new employees and, in some instances, filling open positions, as well as managing the company's workforce (Huselid, Jackson, & Schuler, 1997).

D. Human Resources Management Practices

When it comes to employee job satisfaction, dedication to the company, and organizational fairness, Edgar and Greare (2005) found that HRM practices mattered a lot. HR practices and work satisfaction are researched extensively across the globe. Employee happiness is thought to be directly linked to human resources practices, according to Absar et al.

There is a link between employee well-being in Eritrea, according to a study by Teseem and Soeters (2006). There are a number of HR practices that fall under this umbrella, including human resource management policy, human resource planning and philosophy; recruitment and selection; placement; training; compensation; employee performance evaluation; motivational forces and factors; employee grievances; promotion practices; empowerment; self-esteem; and self-actualization security or pension. A lack of economic and political stability has made it difficult for HR practices to maximize their impact on performance, they conclude.

Around five to eight HRM practices were examined in earlier studies. In contrast to past studies, this one will examine the impact of HRM practices on job satisfaction in great detail, which could contribute to the existing body of knowledge. Recruitment and selection, performance evaluation, training and development, salary, working environment, job design and duties, promotion, job security, and appreciation are all practices that will be considered here. As a follow-up, we'll look at the literature on each of these dimensions in turn.

According to Edgar and Greare, employee satisfaction, organizational commitment, and organizational fairness all have a significant impact on HR practices (2004). Countries all over the world conduct extensive research on human resource practices and employee satisfaction. HR practices, according to Absar et al.,

have a significant impact on job satisfaction (2010).

These HR practices include HRM policies, HR planning and philosophy (HRP and P) practices, recruitment and selection practices, placement practices, training practices, and compensation practices. Employee performance evaluations are also included, which are motivated by factors such as employee grievances, promotion practices, empowerment, and so on. Political and economic factors have made it difficult for HR practices to have the greatest possible impact on performance. There will be a discussion of the following practices: recruitment and selection, performance evaluation, staff training and development, compensation, working conditions, job design and responsibilities, and recognition. These dimensions will be examined in depth in the sections that follow.

1. Recruitment and Selection

the process of creating a pool of qualified candidates to apply for a job at an organization, while selection is the process through which managers and others utilize specialized instruments to select the person or persons most likely to succeed in the job (Bratton and Gold, 2007, p 239). Recruiting and selection can be broken down into four steps: identifying requirements, developing recruitment campaigns, attracting prospects, and finally selecting candidates. (Armstrong, 2010). Recruitment and selection procedures are required, according to Werner and DeSimone (2009), to identify possible candidates for current and future roles and make appropriate decisions.

Organizational effectiveness and efficiency are judged by the performance of its workers. As a result, organizations are continually searching for the most knowledgeable and skillful personnel, and their thoughts and suggestions help the firm flourish. In order for a business to reach that goal, recruitment and selection are critical.

Recruiting and selection are key human resource management tactics, according to Gopinath (2014). According to him, the effectiveness of a company's recruitment efforts is directly correlated to the quality of new individuals it can recruit. Recruiting and selecting employees is an important part of human resources management (HRM). Technology, globalization, sociological trends, and economic changes are creating new problems for recruiting and selecting employees.

Recruitment and selection, according to Ray (2011), have no effect on job satisfaction at all.

The recruitment process is becoming increasingly crucial for businesses these days because it helps them save both time and money. Employers devote a great deal of resources and time to finding and training new staff. If they leave after only a few months, this will have a negative impact on the company. As a result, a well-executed recruitment process can reduce turnover if the hiring committee selects the right people who have no intention of quitting soon. As a result, recruiting the best personnel can be a competitive advantage for a firm, whereas poor recruitment and selection diminishes productivity and raises costs. A fair and merit-based hiring policy benefits both employers and employees. Recruitment processes that appear to be skewed toward favoritism may have an adverse effect on employee morale and work satisfaction. Consequently, this dimension may have a bearing on employees' job happiness, which we intend to investigate.

The effectiveness and efficiency of any organization can be determined by observing how well its employees perform their duties.... Employees with the most up-to-date knowledge and skills for their positions are required for an organization's growth. The first and most important step toward achieving this goal is to find and hire the right people.

Businesses are increasingly relying on the recruitment process because it saves time and money. Businesses invest significant time and money in recruiting and training new employees. They will have an adverse effect on the business in a few months. As a result, if the recruitment committee does its job properly, hiring the right people who have no plans to leave can help to reduce turnover rates. Hiring the best employees gives a company a competitive advantage, whereas ineffective recruitment and selection raises productivity and costs.

2. Training and Development

Training, according to Forgacs (2009), is a deliberate effort to assist employees achieve a predetermined level of knowledge or ability through the dissemination of information. The training process, according to Armstrong (2000), is also defined as a systematic way to improve the abilities of employees in order to meet the organization's goals. Learning, confidence, motivation, and commitment are

all facilitated through training that ultimately improves an employee's talents and capacities to perform skills in a more efficient manner (Mullins, 2005). To put it simply, "Training is a key aspect of HRM with significance to good management," says Mullins (2005) on page 756.

Every program for training and development has the goal of enhancing and broadening the knowledge and skills of the organization's personnel in order to increase productivity and achieve strategic goals. Staff who have received additional training can have a greater effect on compensation and productivity (Barrett, 1998).

Investing in education and training comes with a price tag. However, in the long run, it's beneficial for businesses to make sure their employees are always being educated. As a result of training, employees are able to gain new skills and increase their knowledge, which in turn improves their own productivity and performance. Aside from giving workers new skills and information, training can put the company at risk by raising employee turnover.

Employees, on the other hand, benefit from good training since they feel more in control and are better able to fulfill their tasks. Thus, an organization's training options are expected to boost employee motivation and job satisfaction. When doing our research, we look into the link between job happiness and the level of staff training. Training is essential for improving a person's capacity to perform at work, which in turn leads to greater job satisfaction, as well as their knowledge and skill growth (Deshwal, 2015). As a result of these conversations, we've decided to include work satisfaction as an independent variable in our study.

The ability of a person to perform at a high level can be enhanced through training and development, which can be performed in a variety of methods (Alinno&Igwe, 2017). Although the terms training and development are sometimes used interchangeably, there is a significant distinction in how these ideas are defined. A training program results in a formal and systematic modification of behavior as a result of education, development, and planned experience (Armstrong, 2001). Training is crucial to an organization's goal achievement since it brings together the needs of both the firm and its personnel (Stone, 2002). The ability of training to improve performance is strongly dependent on how it is designed and delivered. Employees must be trained in order to improve their performance. Appropriate training and development programs are required to have a strong organizational

commitment, or "the relative strength of an individual's identification and involvement in a particular enterprise." These writers contend that organizations who have a thorough understanding of their current workforce's training needs are able to address those needs. Effective training has been shown to improve staff communication and performance, as well as increase retention time (Cheng and Ho, 2001). Programs that focus on developing coworker communication skills result in considerable increases in profit and a higher percentage of employees reporting pleasant working relationships. Training and education have been proved to promote job satisfaction, workplace involvement, and business dedication (Karia&Asaari, 2006). Inadequate job training and poor performance evaluations can lead to employee dissatisfaction and conflict.

Any training and development program should aim to help employees improve their skills and knowledge in order to contribute to the company's success. According to research, providing specialized training to employees can result in an increase in their wages and productivity. Training and development are not without a cost. Businesses prioritize training because they recognize the long-term benefits. Employees gain new skills and broaden their knowledge as a result of training, which increases their own productivity and performance. Because training imparts knowledge and skills to employees, it may also result in increased turnover and risk for the business. With the proper training, you can perform your job more effectively and efficiently as an employee. Allowing employees to develop new skills is intended to motivate them and improve their work-life balance. As part of our research, we examine the relationship between adequate employee training and job satisfaction.

The term "working circumstances" refers to a wide range of non-monetary aspects of employment, such as workplace amenities, safety, health, and happiness (Bockerman & Ilmakunnas, 2006). Workers' conditions" encompass anything from training to working hours to work-life balance to various facets of a worker's livelihood (Majid, 2001). Employees and vocations are not interchangeable terms, according to the strictest meaning. Employers may opt to give varied working conditions to different employees based on the sort of employment they are offering. It will also consider other considerations like as safety and flexible scheduling, with no preference given to any of them. Employee conflict with their families is

influenced by flexible work schedules (Kossek et al., 2005). Long workweeks are essential (Peters, 2000; Robert Reich, 1992). Employees want more flexibility over their work schedules, including the ability to choose when, where, and for how long they work (Fleetwood, 2007). Part-time work, flextime, and various forms of volunteer labor are all instances of this type of flexible work arrangement. Unpleasant working conditions aggravate job dissatisfaction (Brockerman and Ilmakunnas 2006).

3. Performance Appraisal (Pa)

When it comes to human resources management, performance appraisals play an important role. It is widely accepted that an organization's performance evaluation system is a vital instrument for making judgments about a wide range of personnel issues, including promotion criteria and wage increases (Muczyk and Gable, 1987). Researchers have looked at the impact of performance evaluations on employees' lives (Vignaswaran, 2005; Kuvaas, 2006; 2007). Bekele and Shigutu (2014) observed that the perception of employees regarding 10 performance appraisal favorably correlated with organizational commitment and job performance, but negatively correlated with employee turnover intentions.

The accuracy and objectivity of performance evaluations are both improved and clarified by a thorough performance appraisal. When it comes to managing diversity and equity in the workplace, performance evaluations have been found to be a key contributor to prejudice due to the impact of raters on the actual assessment process (Sharma, 2016). Consequently, we include this factor in our research since we believe that employee happiness may be linked to their perceptions of the objectivity of evaluations.

Performance appraisals are a common HR tool used to evaluate how well employees perform at work. It is widely acknowledged that a company's performance evaluation system is an important decision-making tool for everything from promotion criteria to pay raises. It has been discovered that the influence of raters on the evaluation process is a major source of discrimination in workplace diversity and equity management.

One of the HRM practices used to evaluate employees in an organization is

performance evaluation. Organizations have long considered the information and outcomes provided by performance appraisals, such as promotion criteria and salary increases, to be invaluable in their personnel decision-making processes (Muczyk and Gable, 1987).

Employee outcomes and performance evaluations have been studied by researchers (Vignaswaran, 2005; Kuvaas, 2006; 2007). Employee perceptions of performance appraisal, organizational commitment, and work performance all have a positive relationship, whereas employee turnover intentions and performance do not. A comprehensive performance appraisal enhances and clarifies the accuracy and objectivity of performance evaluations. Due to the influence of the raters on the actual process, performance appraisals have been found to be a major source of discrimination in managing diversity and equity in the workplace (Sharma, 2016). As a result, we include this dimension in our research because employee satisfaction may be related to how employees perceive evaluation objectivity.

4. Compensation

The amount of money given to employees as payment for their job is referred to as compensation. In order for employees to work harder and more productively, they need to be compensated adequately for their efforts. The correlation between job happiness and compensation has been well-documented in previous studies. Employee job contentment is strongly correlated with financial compensation (Gerald & Dorothee, 2004). Another major finding from their research is that employees are more satisfied with rewards that they believe they are entitled to receive.

Pay has a motivating impact, so having a compensation structure in which employees who perform better are paid more than those who perform averagely is essential for improving the performance of organizations (Hewitt, 2009).

Performance-based compensation and seniority-based reward schemes boost employee happiness with their salaries. Pay inequity affects non-union employees' general happiness at work as well as their contentment with their pay significantly. Employees who aren't represented by a union may have worse job satisfaction despite the fact that HR procedures can help them (Petrescu and Simmons, 2008). Attracting and retaining top-notch employees is largely dependent on their ability to

earn a living wage (Mondy and Mondy, 2014; Noe et al., 2010). We'll look at this as well to see if there's a correlation between job happiness and how satisfied employees are with their pay, so we can make some observations about how pay influences job performance and how much employees contribute to company success.

To improve organizational performance, employees who perform well should be paid more than those who perform poorly. Employees are more satisfied when their pay is based on their performance or seniority. According to a new study, when the pay structure is perceived to be unequal, non-union members' job satisfaction and pay satisfaction suffer significantly. If the wage disparity between unionized and non-unionized workers grows, they may become dissatisfied with their jobs. Employee satisfaction can be improved through HRM practices.

Compensation is the monetary compensation that a company provides to its employees in exchange for the work that they complete. Employees are more likely to give their utmost when they are well compensated. Previous research has discovered a link between salary and job satisfaction. There is a significant relationship between rewards and employee pleasure (Gerald & Dorothee, 2004). According to their research, employees feel pleased when their achievements are recognized. It is vital for a company's overall success to pay high-performing personnel more than the norm (Hewitt, 2009).

Using performance-based pay and seniority-based reward systems increases employee satisfaction with compensation. Unjust pay structures have a major influence on non-union employees' overall job happiness and pay satisfaction. Despite widespread belief that human resource policies can promote workplace satisfaction, salary discrepancies suggest that non-union employees may be less satisfied (Petrescu and Simmons, 2008).

Companies that offer competitive pay must be able to attract and retain high-quality employees (Mondy and Mondy, 2014; Noe et al., 2010). We'll look at employee pleasure with remuneration as part of our inquiry to see if we can draw any conclusions about the relationship between job satisfaction and job performance, as well as the level of contribution people make to company success.

It is the company's job to guarantee that employees and their families are

properly compensated in terms of wages, benefits, and other perks (Alinno&Igwe, 2017). Many processes are required in establishing value, designing and maintaining a pay structure, compensating for competence and aptitude, and giving employee perks. Compensatory management involves non-monetary rewards that give intrinsic or extrinsic motivation in addition to monetary compensation (Bob, 2011). Because compensation has such a strong influence on employee motivation, firms must establish a compensation structure that rewards exceptional performance with higher earnings (Hewitt, 2009). "Happy workers are productive workers," Peter Drucker stated in 1956, and the rising awareness and acceptance that monetary incentives boost productivity is consistent with this early work.

5. Job Security

In a constantly changing world, it's hard for employees to stay in one place for long. In some cases, companies actively seek for competent workers with whom they may staff their workforces. As a result, some low-skilled workers may find themselves without work.

In the workplace, there are various reasons why people feel unsafe. An issue that could arise is the organization's inability to accomplish its goals because of its current financial state, or because the employee's abilities are deemed insufficient by management.

An key financial performance indicator, return on assets (ROA), was shown to be significantly correlated with job security by Delery and Doty (1996) in their examination of the finances of 192 banks. Maintaining long-term employment stability helps establish trust between employees and their employers, which can lead to increased productivity and success rates for employees.

6. Job design

To put it another way, job design encompasses all of the steps involved in putting together a job description. In order to meet technological and organizational needs, job design is defined as the specification of the content, methods, and relationships of jobs (Buchanan, 1979).

As technology and business environments continue to evolve, new structures

must be built and defined to satisfy work requirements. A study by Garg and Rastogi (2006) found that allowing employees to work in different departments and offering them a variety of assignments can assist boost morale and productivity.

Clear job descriptions can help employees understand exactly what they are expected to do, which in turn promotes both productivity and happiness on the job.

7. Promotion

A promotion is an individual's move into a new position with more tasks, more responsibilities, and more authority than their prior position (Dessler, 1999). As long as employees believe they have the possibility to advance within the company, their performance and productivity will improve.

For most employees, a promotion is one of the most important aspects in keeping them engaged in the workplace. Promoting an employee often results in a rise in salary and advancement to a lower level in their new pay grade, which can lead to greater and more regular raises within their new pay grade (Milkovich & Newman, 1993). According to Pergamit and Veum (1989), there is a connection between job satisfaction and advancement. Their empirical model, on the other hand, solely takes into account promotions and the sort of change in employment.

Promotion is used as a kind of encouragement and reward for employees in order to keep them engaged and committed to the company. This policy's value in organizations could be assessed by looking at the relationship between work satisfaction and advancement prospects.

Promotion is used as a form of reward and motivation to keep employees motivated and committed to the company. If there is a link between job satisfaction and advancement opportunities, the value of this policy in businesses could be better understood. A promotion typically results in an increase in salary as well as a decrease in the employee's relative position in the new pay grade, allowing the employee to earn larger and possibly more frequent raises within the new pay grade.

8. Work Environment

An employee's level of job satisfaction is influenced by a variety of factors, including the conditions in their work environment. In order for employees to be more satisfied at work, they must have access to current equipment and facilities, as

well as appropriate space with the necessary air conditioning and ventilation, lighting (Abel, 2012).

As the business climate changes, it is more important than ever to maintain and recruit great employees by providing a healthy work environment. Making the workplace a safe and healthy place to work promotes productivity. Health and safety, according to Mondy and Noe (2005), are the avoidance of physical or mental illness among employees, respectively.

According to Spector, a company's failure to pay attention to its workplace has an adverse effect on employee performance (1997). Workers should be protected from harm, have a secure position in the workplace and be recognized for their achievements. Interpersonal connections with coworkers are one of many variables that go into creating a positive work environment for employees.

Job satisfaction can be affected by a variety of elements in the workplace, including salaries, working hours, employee autonomy, organizational structure, and communication between employees and management (Lane et al., 2010). To better understand the link between a positive work environment and higher levels of job satisfaction, we include this factor in our research.

9. Recognition and appreciation

Employee satisfaction is not necessarily a direct result of a fair wage structure. A happy workplace necessitates that the efforts of employees be recognized and appreciated.

When we talk about "recognition," we're referring to the practice of showing appreciation to those who work for us. As Armstrong (2006) points out, praising a job well done can also help boost job satisfaction and morale. A person's performance improves when they receive feedback that is both positive and constructive. People tend to leave organizations when they receive negative feedback from upper management, which drives up employee turnover and increases the company's expenses.

Employees' motivation and performance can be improved by acknowledgment, according to Lawler, (2003). An organization's aims and values are furthered when employees and teams receive timely, informal or formal

acknowledgement for actions, efforts or results that go above and beyond customary expectations, as defined by Harrison (2011). Finally, we add this aspect of HRM practices in order to see how recognition effects the job satisfaction level of employees.

E. Employee Engagement

An employee's level of dedication and connection with the company and its principles is known as their level of "employee engagement." When an employee is actively involved, she or he is conscious of his or her role in attaining the company's goals and works to inspire others to do the same (Nishii & Wright, 2008). When the organization and its employees have mutual trust and commitment, more opportunities for personal growth, higher productivity, and achievement in the organization's goals are created (Anitha, 2014). Employee participation in achieving the organization's goals, and how this participation is successful for the sake of innovation and presentation of ideas as this influences the organization's decisions. Organizational knowledge grows as a result of employee involvement (Liao, 2009). Employee participation in the organization is a good process because it does not feel that people are being utilized badly or are being differentiated from one another. In order for a company to attain a level of commitment to its values and its performance, it is essential that all employees participate in the decision-making process (Ketter, 2008). The strategic goals of any firm can only be achieved if the personnel are fully engaged in their work (Vu, 2020).

F. Relationship between Employee Performance and Human Resource Practices

It is possible for firms to obtain a long-term and sustainable advantage over their rivals by developing complete human resource procedures (Narsimha, 2000). Increasing the effectiveness of both employees and the organization as a whole is one of the primary goals of improving relationships within the organization (Cascio & Bailey, 1995). Several of these linkages include: the relationship between organizational justice and employee performance, the relationship between employee manager relationships, and the relationship between employee work engagement.

1. Organizational Justice

16 Organizational justice is defined by Clothier and Spriegel (2012) as the views of fairness that employees have in an organization. Employees' perceptions of workplace relationships, their reactions to these perceptions, and the resulting impact on their work performance are all influenced by organizational justice. The idea that employee performance is influenced by organizational fairness has long been widely understood. When employees believe they are not being treated fairly at work they adjust their work in an attempt at restoring justice for themselves, according to Akbar (2013) and Tahir (2010). It's interesting to note that empirical research conducted by Bashir and Khattak (2008) and Raja (2011) indicated that employees reduce their work input when they are underpaid and increase their work input when they are overpaid, respectively. The study by Raja (2011) found a strong link between employee performance and organizational justice, and so concluded that firms should not only improve employee relations with perceived justice, but with actual justice in terms of parity in labor and compensation. According to Verbeeten (2008), there are three types of organizational justice that have an impact on employees' perceptions of their job performance. This is composed of three parts: distributive justice, interactional justice, and procedural justice. In an organizational context, distributive justice refers to outcomes and performance that are consistent with the implicit allocation and distribution of equity or equality at work (Raja, 2011). Employees' actual or perceived voice in the decision-making process and how it affects the outcome of their job is referred to as procedural justice (Clothier & Spriegel, 2012). Or, to put it another way, fairness in decision-making at work requires that the techniques used to reach those decisions have an apparent or real relationship to one another. Finally, in an organizational setting, interactional justice refers to the perceived fairness and relationship between employees and those who make decisions on how performance results will be achieved. As a result of this type of organizational justice, employees are more likely to be committed to improving their performance or reducing their output.

2. Employee and Managers Relations

An important component and motivator of employee performance is a positive relationship between the management and the employees (Clothier & Spriegel, 2012). Employee productivity can be improved by creating and maintaining

positive working relationships, according to Speck and Knipe (2005). The association between manager-employee interactions and employee performance, he claims, is a favorable one, too. An American study by Macey et al., (2014), found that employees who had a good relationship with management were more productive than those who didn't. Therefore, managers must put up concentrated efforts to foster positive working relationships with their employees in order to spur productivity. Emotional intelligence, according to Kimanzi et al. (2013), can help managers improve their interactions with employees. Colleagues that have high levels of emotional intelligence are those who are able to recognize when it is appropriate to speak with their coworkers about their performance, to practice restraint if necessary, and to understand what makes employees happy (Clothier & Spriegel, 2012). They are able to positively influence and mentor their staff since they have this ability to build strong relationships with them. In addition, Akbar (2013) points out that the employee-manager interaction is important since managers may readily serve as role models for their staff.

3. Work Engagement

Wang et al., (2010) describe work engagement as the ability to commit people to meaningful work that satisfies their contribution to the organization. " In today's world, the interaction between employees and HR goes well beyond simply assigning tasks and responsibilities and checking in on them to make sure they've done their part (2014). According to Akbar (2013), maintaining a work environment that meets the requirements of employees is an essential component of employee engagement. According to him, having a positive work atmosphere increases employee motivation, which in turn improves output. According to Reynolds (2014), employees who are engaged at work are more likely to perform at their best. It is necessary that human resource departments in firms build work designs and structures that encourage work productivity in order to engage employees and boost their performance, as stated by Wang et al, (2010), When employees feel valued and have a sense of accomplishment as a result of their contributions to the company's decision-making process, it boosts morale and productivity (Macey et al., 2014). Work engagement has the potential to improve both the performance of employees and the success of an organization, according to Reynolds (2014). Similarly, Neuman and Cunningham (2008) argue that work involvement should include employees'

ability to make crucial decisions, rather than simply complying with managers' orders. In order for employees to take pleasure in their work, they must feel as if they were a part of the decision making process. According to Wang et al. (2010) there is a substantial correlation between employee performance and work engagement, but the strength of this correlation cannot be determined from their study, which makes it difficult to draw any conclusions from it.

G. Effects of Human Resource Practices on Employee Performance

Organizational success can be achieved through the implementation of human resource practices, according to Bharadwaj (2000a). Employees are more likely to act in accordance with the company's goals when HR policies aid in the development of their skills and abilities, according to research. Employees' general opinions of the institution and the attitudes of the company toward them are shaped by current policies, according to Boudreau and Ramatad (2010), which in turn influences their contributions, which in turn affects their performance. As Tanvee (2011) found in his study of the impact and links between HR practices and employees' performance, he came to the same conclusion: "There is a strong relationship between HR practices and the performance of employees." Even more compelling is the expanding corpus of research showing a link between high-performance or high-commitment HRM practices and numerous organizational performance metrics.

H. Chapter Summary

It was the research questions posed in this paper that guided my selection of sources for this chapter. There was a research question about human resource practices and employee performance, a research question on human resource relationships and their impact on employee performance, and a third research question about human resource practices and employee performance. Ch. 3 of the report explains the approach taken in conducting this study.

III. METHODOLOGY

A. Introduction

Here, we'll go through a quick rundown of the study's approach to data collection. Human resource management (HRM) techniques and work satisfaction are intertwined in this study, as indicated earlier in the introduction. There are six independent variables that affect job satisfaction: recruitment and selection, training and development; compensation; promotion; job security; job design; workplace recognition; and performance evaluation. Employees of United bank for Africa were given a questionnaire, and 71 of them responded. Analyzed data has met the project's research objectives.

B. Research Design

The purpose of a research design is to help us answer the research question as clearly as possible, and to do so by giving the project a clear framework (Kirshenblatt, 2006). Explanatory study design is used because we are interested in the association between HRM practices and employee happiness. In a descriptive study, no variables are manipulated, and there is no control group (Jeffery, 2018). Due to the fact that independent variables are out of our hands, our research is more of a descriptive nature. In order to get quantitative data, surveys are the method of choice. SPSS will be used to evaluate the data collected from bank employees at UBA. Several statistical tools will be used to examine the data collected in order to draw conclusions about it.

The goal of a research design is to help us answer the research question as clearly as possible, and this is done by creating a relevant structure for the study (Kirshenblatt, 2006) We're using an explanatory research design in this study because we're looking for links between various aspects of human resources management and employee happiness. Explanatory study is also known as causal research, and it is used to determine the scope and type of cause-and-effect

interactions. Causal studies examine the patterns of relationships between variables by analyzing a situation or a specific problem (Zikmund, 2009). An independent variable can be manipulated to see if it affects the dependent variable in a causal investigation. To compare the effects of modifying independent variables to the effects of leaving them the same, researchers in causal studies sometimes utilize a "control" example, in which independent variables have not been modified. A descriptive study doesn't often require a control variable or variable manipulation (Jeffery, 2018). Due to the fact that independent variables are out of our hands, our research is more of a descriptive nature.

In order to get quantitative data, surveys are the method of choice. SPSS is used to examine the results of a survey administered to Alkuraimi bank employees. Some statistical approaches will be detailed in the following sections, however here are a few examples.

C. Data Collection Methods

Researchers who are trying to solve an issue or conduct research must have access to relevant data. Accurate data is critical to obtaining useful findings. Primary data is the type of information gathered for this study. When a researcher begins a new study, he or she collects primary data. Often referred to as "raw data," this is the original data set. Using a questionnaire, we collect primary data from lower-level employees of the bank and managers at the company's HQ.. Using primary data allows researchers to acquire information tailored to their study's needs, which is advantageous. In order to get the information they need, researchers customize their queries to the subject matter. We followed the same methodology in this study, customizing the questionnaire to fit our specific goals and research questions.. [Read more...] about Using Google survey, a questionnaire will be prepared and delivered to all UBA Nigeria employees.

When conducting research, data is essential because it is the foundation of any investigation. Because of the lack of precise data, any conclusions drawn will be meaningless and unusable. Primary data is the type of information gleaned from interviews and other in-depth observations. For the first time, a researcher gathers primary data. The raw data is also referred to. Using a questionnaire, we collect primary data from lower-level employees of the bank and managers at the company's

HQ.. Using primary data allows researchers to acquire information tailored to their study's needs, which is advantageous. In order to get the information they need, researchers customize their queries to the subject matter. We followed the same methodology in this study, customizing the questionnaire to fit our specific goals and research questions about One way to think about the overall population is as a target population. In order to save time and money, we have chosen to concentrate our efforts on the staff of UNITED BANK FOR AFRICA, one of Nigeria's best and largest banks. We sent out a survey to over 300 employees, but only 300 of them responded. The poll was produced online using Google survey. Samples are taken from a larger group in order to draw conclusions about the behavior or beliefs of that larger group (Fraenkel and Wallen, 2006). Sampling frames are lists of all cases in target populations from which a sample can be taken (Saunders et al., 2009). Samples can be classified into two categories: probability sampling and non-probability sampling. When generalizing the findings, the former is preferred because it does not focus on a specific demographic. However, nonprobability sampling has a more narrow scope in comparison. If you're looking for someone a certain age or sex, you'll find them here! Using a 16-probability sampling procedure, researchers were able to choose enough bank workers to reflect the whole workforce.

D. Data Collection Instruments

Conducting scientific study would be impossible without the use of devices for collecting data. It gives us the ability to get the data we desire. There are a variety of ways to get data like analyzing documents, conducting interviews, conducting surveys, and so on (Abawi, 2014). We use questionnaires to collect data in this study.

1. Questionnaire Design

In exploratory research, open-ended questions necessitate the use of questionnaires, which are often used in descriptive and explanatory research (Saunders et al., 2009). Business and social science researchers use questionnaire surveys as the best approach for collecting data, according to Frazer and Lawley (2000). We created a two-part survey for our purposes of research. Workplace contentment and human resource management techniques are addressed in section A, while demographics are explored in section B. Section A has a total of 51 questions,

whereas Section B has a total of just five questions. To begin, there are ten sets of questions in Section A, each addressing a different aspect of job satisfaction: recruitment and selection, salary, education and training, evaluation of performance, work environment, job design, advancement, job security, and appreciation and recognition. Section B covers questions about gender, age, education, work experience, and bank position. They were based on the work of Qunash and Raheel (2013). In this study, we employed a Likert scale ranging from 1 to 5 (from 1 – strongly agree to 5 – strongly disagree) to gather data. The questionnaire is included in Appendix.

E. Data Analysis Techniques

The process of transforming raw data into meaningful information is known as data analysis. A lack of valuable information from the data means that management insights will not be gained from statistics and figures alone. SPSS software employs a variety of strategies for interpreting data, but it is more important for researchers to select the most appropriate method for the data at hand and the research objectives. Statistical Package for Social Science (SPSS) was used to analyze the primary data gathered through the use of questionnaires in this study (SPSS). Data can be analyzed using descriptive statistics, frequency, correlation, and regression. The variables of concern in descriptive statistics were mean and standard deviation. The relationship between two variables was also assessed in correlation analysis to determine whether or not they are connected. To determine which of the independent factors has the greatest impact on work satisfaction, multiple linear regression is performed. Each of these steps is described in greater detail below.

1. Descriptive Analysis

Analyzing data in a descriptive manner restricts generalization to the persons who were actually observed. Beyond this small group, no inferences can be drawn, and there is no way to presume any commonality with anyone else (Best & Kahn, 2003). An easy-to-read summary of the sample and the measures is provided by descriptive analysis. They form the foundation of any quantitative study of data, together with simple graphical analysis. SPSS is used to compute the mean, mode, and standard deviation and to generate graphs illustrating the data's clustering. This

study collects and analyses data using SPSS.

2. Reliability Test

Reliability refers to a test's capacity to accurately evaluate a specific trait. A test's reliability is one of the most critical aspects of its performance. Results for two actions must be same in a reliability test. Tests are considered poor and unreliable if they show significant differences between the results of different actions. Test-retest reliability, parallel forms reliability, choice consistency, internal consistency, and interrater reliability are examples of test reliability. A type of internal consistency test will be used to evaluate the dependability of the variables in this study. 3.4.3 Inferential Analysis

Using Cronbach's alpha, we can determine how reliable the scale is.

3. Inferential Analysis

An inferential statistic provides a conclusion based on the survey data, unlike a descriptive statistic that provides only the raw data. There are no other ways to know about a population except through these numbers. Comparing our data and drawing conclusions about how well the differences between groups can support or refute our hypotheses is what inferential statistics is all about. Pearson's correlation coefficient and multiple regression analysis are used in our studies. The strength of a linear relationship between two variables can be gauged using Pearson's correlation coefficient analysis (rc). It focuses on how far apart the data points are from each other in this plot. An association that is higher than or equal to zero is considered positive in Pearson's analysis; the opposite is true when the connection is less than or equal to zero. Relationships between measured variables are greater when their values are closer to -1 or 1. Regression analysis is a reliable way for determining which variables have an impact on a given subject. It is important to keep in mind that the dependent variable, which we're attempting to understand or forecast, will have some effect on the independent variable. Our goal is to determine whether the level of job satisfaction is affected by any of the various aspects of human resources management. We will do this through multiple regression analysis.

IV. DATA ANALYSIS

A. Introduction

The data collected in this chapter of the research was analyzed and summarized using SPSS. Data can be analyzed in a variety of ways, including reliability analysis, descriptive analysis, regression analysis, and correlation analysis. The questionnaire was completed by 300 people, so 300 questionnaires were analyzed using a variety of techniques to better understand the results.

1. Reliability analysis

Since we developed an original questionnaire by adapting from various previous research papers, the reliability of the questionnaire questions needs to be measured. To do this, the reliability of the scale was measured using the Cronbach's alpha. With the aid of SPSS, we compute Cronbach alpha for each set of questions to measure reliability of questionnaire. The results were presented in the Table below.

Table 1 Reliability Statistics of HRM Practices and Job Satisfaction

Variables	Reliability Statistics		
	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Nof Items
Job satisfaction	.861	.860	8
Staffing	.728	.725	5
Training and Development	.784	.790	5
Compensation	.732	.732	5
Performance appraisal	.807	.808	5
Promotion	.768	.743	5

Table 1 represents the reliability statistics of job satisfaction and HRM practices questionnaire. A Cronbach's Alpha value of above 0.7 is considered as sufficient and acceptable in general. The Table shows that all of the dimensions measured in the questionnaire are reliable and consistent since the alpha values are

more than 0.7. Only the work environment variables show alpha value of .597 which means not such reliable and consistent data. However, setting an acceptable alpha value of 0.6, this might be considered acceptable and we choose to proceed in that dimension.

B. Descriptive analysis

Next, we move to analyze data from a descriptive analysis dimension by providing simple summaries and graphs about the sample and the measures. We proceed by analyzing each dimension of the questionnaire one by one. Each of the following tables summarizes the minimum, maximum, mean and standard deviation values of the questions in the 10 parts of the questionnaire.

Table 2 Descriptive Statistics Of Job Satisfaction

	N	Minimum	Maximum	Mean	Std. Deviation
Do have the freedom to use your own judgement	300	1.00	5.00	3.549	.90999

Table 3 Descriptive statistics of job satisfaction

	300	1.00	5.00	3.4615	1.17670
Do you feel you got timely advancement in your job					
	300	1.00	5.00	3.0220	1.23808
Can you try new methods to do any task					
	300	1.00	5.00	2.8901	1.21519
I feel satisfied with my friends and co-workers					
ValidN(list wise)	300		Average	3.18	1.03342

Source: Researcher field survey

The table 4.2.1 clarifies that the highest mean is 3.54 and the lowest is 2.73

and the average is 3.18 for the 8 items which represent how much employees are satisfied about the jobs in UBA bank.

Table 4 Descriptive Statistics of Staffing

Descriptive Statistics	N	Minimum	Maximum	Mean	Std. Deviation
Presence of written and operational recruitment and selection policy.	300	1.00	5.00	3.7473	1.03916
Presence of clear job description and specification.	300	1.00	5.00	3.4396	1.02425
Presence of attractive salary scales that can attract qualified applicants.	300	1.00	5.00	3.4835	1.12904
Presence of a good image that attract qualified applicants.	300	1.00	5.00	3.3187	1.04221
ValidN(list wise)	300		Average	3.484	1.03342

Source: Researcher field survey

Table 4.2.2 clarifies that the highest mean is 3.74 and the lowest is 3.31 and the average is 3.48 for 5 items which represent how much employees are satisfied about and agree with recruitment process in UBA bank.

Table 5 Descriptive Statistics of Training and Development

	N	Minimum	Maximum	Mean	Std. Deviation
organization conducts extensive training programs for its employees.	300	1.00	5.00	3.0778	1.06241
Employees in each job will normally go through training programs.	300	1.00	5.00	3.8242	1.12144
Training needs are identified through a formal performance appraisal mechanism.	300	1.00	5.00	2.7363	1.19103
There are formal training programs to teach new employees the skills.	300	1.00	5.00	3.0000	1.09545
ValidN(list wise)	300		Average	3.201	1.121

Source: Researcher field survey

Table 4.2.3 clarifies that the highest mean is 3.82 and the lowest is

2.7 and the average is 3.21 for 5 items which represent how much employees are more satisfied with Training and development in UBA bank.

Table 6 Descriptive Statistics of Compensation

	N	Minimum	Maximum	Mean	Std. Deviation
Job performance is an important factor in determining the incentive	300	1.00	5.00	2.9670	1.18744
compensation is decided on the basis of competence or ability of the employee	300	1.00	5.00	2.7473	1.09131
employees is directly linked to his/her performance	300	1.00	5.00	2.8222	1.27709
profit sharing is used as a mechanism to reward higher performance	300	1.00	5.00	2.7079	1.22662
ValidN(list wise)	300		Average	2.9192	1.1822

Source: Researcher field survey

Table 4.2.4 clarifies that the highest mean is 3.35 and the lowest is 2.7 and the average is 2.9 for the 5 items which represent how much the employees are satisfied and agree with the compensation in UBA bank.

Table 7 Descriptive Statistics of Performance Appraisal

	N	Minimum	Maximum	Mean	Std. Deviation
Performance of the employees is measured	300	1.00	5.00	3.0110	1.18785
Employees are provided performance based feedback and counseling	300	1.00	5.00	3.3736	1.00718
Appraisal system has a strong influence on individual	300	1.00	5.00	3.5444	1.09299
The appraisal data is used for making decisions like job rotation	300	1.00	5.00	3.0556	1.15497
ValidN(list wise)	300		Average	3.15516	1.122438

Source: Researcher field survey

Table 4.2.5 clarifies that the highest mean is 3.54 and the lowest is 2.79 and the average is 3.16 for the 5 items which represent how much the employees are satisfied and agree with the performance appraisal in UBA bank.

Table 8 Descriptive Statistics of Promotion

	N	Minimum	Maximum	Mean	Std. Deviation
I have a good chance to be promoted in the bank	300	1.00	5.00	3.6111	1.15821
mployeeshaveclearidea about promotion	300	1.00	5.00	3.1648	1.14759
opportunities in the bank Employees have clear idea about promotion	300	1.00	5.00	3.2527	1.16040
opportunities in the bank Current employees have the priority of being promoted	300	1.00	5.00	2.7912	1.24290
ValidN(list wise)	300		Average	3.16836	1.170784

Source: Researcher field survey

Table 4.2.6 shows that the highest mean is 3.61 and the lowest is 2.79 and the average is 3.17 for the 5 items which represent how much the employees are satisfied with the promotion practices in UBA bank.

Table 9 Descriptive analysis of HRM practices

Variable	Average Mean	Average standard dev
Job satisfaction	3.18	1.13
Training and development	3.201	1.121
Compensation	2.91	1.18
Promotion	3.16	1.17
Staffing	3.06	1.16
Performance appraisal	2.77	1.12

The mean for work environment satisfaction was 3.799, while the mean for recognition and appreciation was 2.77, indicating that employees are the least satisfied with this aspect of their bank's culture.

Additionally, compensation, promotion, and job security have the highest standard deviation, indicating that employees' satisfaction levels in these dimensions are highly volatile.

Following that, we'd like to present demographic information for survey respondents. UBA, one of Nigeria's largest banks, serves thousands of customers and employs people from all over the country.

Education levels and age groups vary. The demographics of the respondents are depicted in these graphs and tables.

Table 10 Gender Analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MALE	165	55	55.0	55.0
	FEMALE	135	45	45.0	45.0
	Total	300	100.0	300.0	

Based on the table, Table 4.2.8 above, it shows that majority of respondents

were male with the percentage of 55%. And only 45% female. The survey respondents are representative of the bank employees; hence this picture shows that the bank is dominated by the male gender. This is mainly because the recruitment policy of UBA bank was based on refusing recruiting female before. They started recruiting females for specific branches only a few years ago.

Table 11 Age analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	From 18-40	187	62.3	62.3	62.3
	up 41	113	37.7	37.7	37.7
	Total	300	100.0	100.0	

Table 4.2.9 represents the ages of employees in UBA bank. It shows that majority of them are young between 18 and 40 years with the percentage of 62.3% and only 37.7% of the are above 40. That means that UBA bank is depending on young people to run the organization with a hope that this policy affects the productivity and efficiency positively.

Table 12 Education analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	secondary school	50	16.7	16.7	16.7
	bachelor and master	250	83.3	83.3	83.3
	Total	300	100.0	100.0	
	Total	300	100.0		

According to the table 4.2.10, the majority of employees have bachelor's degree or master's degree with the percentage of 83.3%. This is an indication that the bank is depending on the employees who have high level of education. The employees who have secondary school graduation or diploma are around 16.7%.

Table 13 position analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	employees	239	79.7	79.7	79.7
	managers	61	20.3	20.3	20.3
	Total	300	100.0	100.0	

Based on the Table 4.2.11, majority of respondents for the survey come from employee position with the percentage of 79.7% which means that employees are concerned about the research that aims to clarify the impact of HRM practice on job satisfaction. The percentage of managers in the survey,

Which is only 20.3, reflects that they are not preferring to share their opinion which is a negative point.

Table 14 length service analysis

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Under 5 years	170	56.7	56.7	56.7
	up 5 years	130	43.3	43.3	43.3
	Total	300	100.0	100.0	

Table 4.2.12 shows that there is a little difference in percentage between the employees who work less than 5 years and those who work for more than 5 years. The table also shows that around 43.3% of the respondents are working in UBA bank for more than 5 years which is a signal that job security in UBA bank is high. Next, we will analyze average scores on each HRM dimension for different groups of age, education level, position and length of service.

Table 15 descriptive analysis for HRM practices based on age

Age	18-30		31-40		41-50	
Variable	Average	Standard deviation	Average	Standard deviation	Average	Standard deviation
Job satisfaction.	3.05	0.70	3.30	0.85	3.22	0.99
Staffing.	3.48	0.72	3.51	0.64	3.30	1.25
Training and development.	3.22	0.73	3.18	0.83	3.30	1.32
Compensation.	2.86	0.78	2.94	0.80	3.30	1.14
Performance appraisal.	3.14	0.87	3.18	0.81	3.10	0.94
Promotion.	3.21	0.81	3.14	0.89	3.00	0.62

According to Table 4.2.12, employees between the ages of 31 and 40 have an average of 3.30 and a standard deviation of 0.85. Employees between the ages of 18 and 30 are the least satisfied, with an average satisfaction level of 3.05 and a standard deviation of 0.70. Among the other variables, compensation is one of the most widely varying. With an average score of 3.30, the 41-50-year-old age group is the most satisfied, while the other two age groups are dissatisfied. Furthermore, when compared to the oldest age group, those between the ages of 18 and 30 are dissatisfied (on average, 2.67) with the appraisal (average 3.10). For the remaining variables' group averages are very similar. Employees of all ages appear to be most satisfied with their work environment, but their satisfaction with compensation, staffing appears to be the lowest. Although the oldest age group (41-50) has the highest average satisfaction levels across all dimensions, it also has the highest standard deviations, indicating a non-homogeneous group of employees.

Table 16 Descriptive analysis for demography based on Education

Education	Secondary		Diploma		Bachelor		Master	
Variable	Avera	Stand	Avera	Stand	Avera	Stand	Avera	Stand
	ge	ard	ge	ard	ge	ard	ge	ard
		deviati		deviati		deviati		deviati
		on		on		on		on
Job satisfaction	2.82	0.95	3.11	0.95	3.29	0.70	2.56	0.18
Staffing	3.16	0.76	3.5	0.82	3.50	0.65	3.20	0.4
Training and development	2.64	1.22	2.94	1.05	3.37	0.55	3.40	0
Compensation	2.42	0.93	2.93	0.78	2.99	0.78	3.00	0.6
Performance appraisal	2.69	1.04	3.11	0.79	3.24	0.81	3.30	0.5
Promotion	2.96	0.81	3.11	0.76	3.20	0.89	2.80	0.2

Employees with a bachelor's degree (on average 3.29, with a standard deviation of 0.70) are happier than their less educated counterparts, according to this table (see figure 4.2.13). Master's degree holders had the lowest levels of job satisfaction of any employee demographic, according to the researchers, with a mean satisfaction rating of 2.56 and a standard deviation of 0.18. Secondary and diploma graduates have higher standard deviations, whereas master's degree graduates appear more homogeneous. Each group is generally pleased with their work environment and the selection process. Compensation and appraisal are also two practices that most employees believe are lacking and should be considered.

Table 17 Descriptive analysis for demography based on position

Education	Financing and risk officer		Customer services and cashiers		Branch managers		Administrative manager	
Variable	Avera ge	Standa rd deviasi on	Avera ge	Standa rd deviasi on	Avera ge	Standa rd deviasi on	Avera ge	Standa rd deviasi on
Job satisfaction	2.95	0.72	2.96	0.85	3.44	0.72	3.14	0.79
Staffing	3.09	0.72	3.27	0.79	3.71	0.52	3.68	0.69
Training and development	3.16	0.77	2.93	1.02	3.38	0.66	3.25	0.64
Compensation	2.96	0.84	2.90	0.75	3.02	0.65	2.61	1.16
Performance appraisal	3.00	0.84	2.97	0.88	3.42	0.64	2.92	1.03
Promotion	2.79	0.68	2.86	0.83	3.52	0.68	3.12	1.03

Branch managers have the highest levels of job satisfaction, with an average rating of 3.44 and a standard deviation of 0.72, while finance and risk officers have the lowest ratings, with 2.95 and a standard deviation of 0.72, respectively. According to the study, branch managers are generally more satisfied with HR practices, whereas employees working in finance, risk management, or both cashier and customer service positions are less satisfied. Workers are generally dissatisfied with their pay, training, and promotion. According to the study, employees were more satisfied with their appraisal than with their pay.

Table 18 Descriptive analysis for demography based on length of services

Education	From one year to3 years		From 3 years to 5 years		From 5 years to10 years		More than10 years	
Variable	Avera ge	Standa rd deviasi on	Avera ge	Standa rd deviasi on	Avera ge	Standa rd deviasi on	Avera ge	Standa rd deviasi on
Jobsatisfact ion	2.97	0.65	3.19	0.71	3.08	0.95	3.63	0.77
Staffing	3.37	0.71	3.33	0.68	3.52	0.70	3.86	0.65
Trainingan d developme nt	3.00	0.73	3.19	0.74	3.08	0.99	3.68	0.57
Compensat ion	2.86	0.72	2.88	0.61	2.93	1.01	3.08	0.93
Performanc e appraisal	3.16	0.99	3.16	0.68	3.01	0.90	3.36	0.76
Promotion	3.01	0.92	3.15	0.81	3.01	0.82	3.63	0.66

Employees who have been with the company for more than ten years are the most satisfied, while those who have been with the company for less than three years are the least satisfied, as shown in the table above. Employees are more satisfied with their appraisal and staffing than with their compensation and promotion, according to Table4. 2.15.

C. Inferential statistics

In this section, we apply Pearson’s correlation coefficient analysis and multiple regression analysis to understand the relationship between dependent and independent variables further.

1. Correlation Analysis

First, we measure the correlation between job satisfaction and each one of the HRM dimensions one by one by using Pearson’s correlation analysis. The following

table presents the resulting correlation coefficients.

Table 19 correlation coefficient

Correlation coefficient	
JobSatisfaction	1
Staffing	.263*
Trainingand Development	.226*
Compensation	.323**
Performance appraisal	.255*
Promotion	.241*

*.Correlation is significant at the0.05level (2-tailed).

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

Table 4.3.1 shows that all of the independent variables are positively related to the dependent variable, job satisfaction. The correlation between staffing and training and compensation is significant at a higher significance level. The staffing and compensation have the highest correlation coefficients (0.263 and 0.323, respectively), while promotion and training and development have the lowest values (0.226, 0.241 respectively).

2. Hypotheses Testing

In this research we are going to test the hypotheses to explore whether there is a relationship between dependent variable which is job satisfaction and other independent variables. Based on the table 4.3.1, there seems to be a positive correlation between all variables and the job satisfaction.

These correlation values, on the other hand, demonstrate the relationship between each HRM dimension and job satisfaction in pairs. Before accepting all of the null hypotheses, we want to run a multiple regression analysis to see if the dependent variables are multi collinear.

To reach this conclusion, we employ a multiple regression model that incorporates the responses of all 91 participants. The dependent variable was calculated and identified as the overall average job satisfaction value. Other aspects of human resource management practices were also assessed and used as

independent variables. The regression results are summarized in this table.

3. Multiple Regression Analysis

Table 20 model summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	P val
1	.744a	.554	.549	.54328	.554	110.618	1	89	.000
2	.799b	.638	.630	.49222	.084	20.423	1	88	.000
3	.820c	.672	.661	.47128	.034	8.996	1	87	.004
4	.836d	.698	.684	.45474	.026	7.443	1	86	.008
5	.847e	.718	.701	.44231	.020	5.900	1	85	.017
a. Predictors: (Constant), recognition									
b. Predictors: (Constant), recognition, job design									
c. Predictors: (Constant), recognition, job design, recruitment and selection									
d. Predictors: (Constant), recognition, job design, recruitment and selection, compensation									
e. Predictors: (Constant), recognition, job design, recruitment and selection, compensation, job security									

The final R^2 value obtained from the above analysis is .718, which means these independent variables can explain only 71.8% of the variation in job satisfaction levels of the employees in the bank. The variables that are significant in 95% significance level are those which have p-values smaller than 0.05. The coefficients of these variables can be seen from the table below.

Table 21 coefficients

Coefficients		Unstandardized		Standardized	t	Sig.
Model		Coefficients		Coefficients		
		B	Std. Error	Beta		
1	(Constant)	1.151	.202		5.704	.000
	compensation	.733	.070	.744	10.517	.000
2	(Constant)	.667	.212		3.148	.002
	compensation	.500	.081	.508	6.133	.000
	staffing	.344	.076	.374	4.519	.000
3	(Constant)	.218	.252		.863	.391
	compensation	.384	.087	.390	4.415	.000
	Staffing	.275	.077	.298	3.585	.001
	Training and development	.287	.096	.254	2.999	.004
4	(Constant)	.047	.251		.188	.851
	compensation	.280	.092	.284	3.027	.003
	staffing	.234	.075	.254	3.103	.003
	Training and development	.278	.092	.246	3.009	.003
	Performance appraisal	.214	.079	.217	2.728	.008
5	(Constant)	-.089	.251		-.355	.723
	compensation	.178	.099	.181	1.797	.076
	staffing	.248	.074	.269	3.371	.001
	Training and development	.250	.091	.221	2.754	.007
	Performance appraisal	.195	.077	.197	2.538	.013
	promotion	.172	.071	.187	2.429	.017

a. Dependent Variable: job satisfaction

Source: Researcher field survey

D. Hypothesis Results

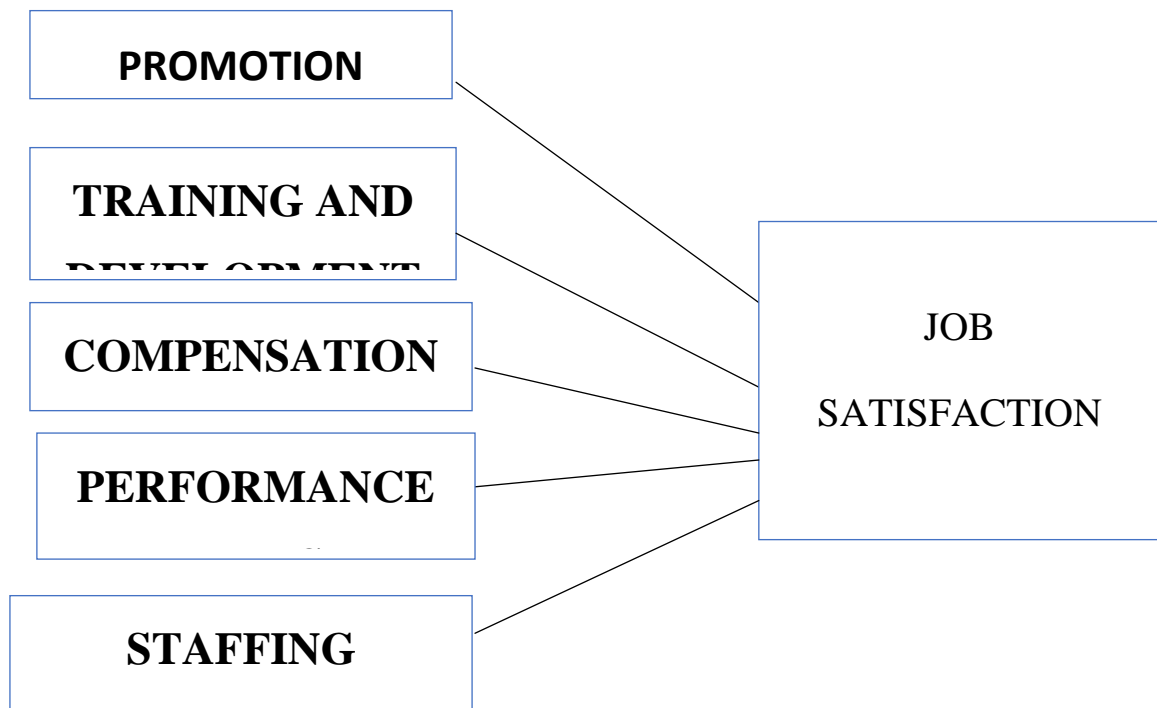
Hence, the linear regression equation is:

$$\text{Job satisfaction} = -0.089 + 0.178 (\text{compensation}) + 0.248 (\text{staffing}) + 0.250 (\text{training and development}) + 0.195 (\text{performance appraisal}) + 0.172 (\text{promotion})$$

Finally, at 95% significance level, we accept hypothesis H1, H4, H6, H8 and H9 while reject hypothesis H2, H3, H5, and H7.

E. Theoretical Framework

After the careful study of literature review, the following conceptual model is formulated to illustrate the impact of HRM practices on job satisfaction.



Adapted from: Bae and Lawler (2000), (Som, 2008), Teclemichael Tessema and Soeters (2006)

F. Scales

✓ STAFFING

1. There is presence of written and operational recruitment and selection

policy

2. There is presence of clear job description and specification

3. There is presence of attractive salary scales that can attract qualified applicants

4. There is presence of a good image that attract qualified applicants

✓ TRAINING AND DEVELOPMENT

1 Our organization conducts extensive training programs for its employees in all aspects of quality.

2. Employees in each job will normally go through training programs every year.

3. Training needs are identified through a formal performance appraisal mechanism.

4. There are formal training programs to teach new employees the skills they need to perform their jobs.

✓ COMPENSATION

1. Job performance is an important factor in determining the incentive compensation of employees.

2. In our organization, compensation is decided on the basis of competence or ability of the employee.

3. The compensation for all employees is directly linked to his/her performance.

4. In our organization, profit sharing is used as a mechanism to reward higher performance.

✓ PERFORMANCE APPRAISAL

1. Performance of the employees is measured on the basis of objective quantifiable results.

2. Employees are provided performance based feedback and counseling.

3. Appraisal system has a strong influence on individual and team behavior.

4. The appraisal data is used for making decisions like job rotation, training and compensation.

✓ PROMOTION

1. I have a good chance to be promoted in the bank
2. Employees have clear idea about promotion opportunities in the bank
3. Current employees have the priority of being promoted
4. All the employees with similar performance results have the same chance to be promoted

✓ JOB SATISFACTION

1. Do you have the freedom to use your own judgement?
2. Do you feel you got timely advancement in your job?
3. Can you try new methods to do any task?
4. I feel satisfied with my friends and co-workers?

[Adapted from Tessema & Soeters (2006) Impact of HRM practices on Employee performance]

G. Research Findings Of Hrm Practices

According to the researchers, UBA's recruitment process is successful and meets the needs of its employees. UBA bank's lengthy application and selection procedures help to ensure that only the most qualified candidates are given job opportunities. Employees are likely to favor this procedure because they believe it is fair. Preparing for and carrying out a second round of drills, as well as training and development, are all part of UBA's long-term strategic plans. According to the findings of a regression analysis, there is no relationship between this dimension and overall job satisfaction. Employees have praised the training program, claiming that it has improved their abilities. Managers should be aware that those with less education have significantly lower levels of satisfaction. UBA bank spends more on employee training than other Nigerian banks because top management believes it is critical for increasing productivity and performance.

Employees are dissatisfied with the company's compensation policies, according to employee feedback. Many employees, particularly those with less experience and younger workers, believe that their pay falls short of what they deserve. Managers must find a way to increase employee satisfaction in this HRM dimension because the bank employs a large number of young people. Job satisfaction is heavily influenced by compensation. According to the study's findings, employees are generally satisfied with their performance evaluations. According to one commenter, employees' performance and the company's goals have been discussed and motivated in the comments section. Workers with less education, as well as administrative managers, are more likely to receive poor evaluations.

All constituent groups in an organization are most satisfied with a positive work environment as a result of human resource management. Employees' comments about their level of cooperation reflect a positive working relationship between coworkers and supervisors. Because their responsibilities are clearly defined, the majority of employees appear to be satisfied with the job design. The bank provides pre-employment training to ensure that new employees can quickly adapt to their new roles. Master's degree holders, on the other hand, are dissatisfied with their jobs at a higher rate than the general population. Because job design has such a large impact on job satisfaction, senior management should pay special attention to it once more.

According to a study, UBA bank employees are at least somewhat secure in their jobs. As a result, some claimed that employees would be the first to be laid off if a bank went bankrupt. Because the majority of UBA bank employees have been with the company for more than five years, it is clear that they feel safe and secure in their jobs. Employees who have been with the bank for more than ten years are the most satisfied. UBA bank employees, on the other hand, are generally pleased with their opportunities for advancement, but their level of satisfaction is still somewhere between satisfied and neutral. Employees, according to survey results, want equal opportunities for advancement for all employees. As a result, employees generally believe that promotion should be based on performance and skill rather than personal relationships, and this is met to some extent in the bank. Employees at UBA Bank say they feel undervalued and underappreciated, despite the fact that the company's executives provide incentives and motivation. According to the findings, workers are

dissatisfied with the current system of expressing gratitude and appreciation. Recognize the significance of recognition, as it has a significant impact on employee satisfaction. Employees are generally satisfied with their work environment, the recruitment and selection process, and the compensation and advancement they receive.

This study found a correlation between job satisfaction and organizational commitment, which supports the conclusions. Employee happiness and organizational commitment can be increased by suitably rewarding employees based on their actual evaluation of performance and raising their salary in accordance with their talents.

Contented personnel have high productivity, low turnover, low absenteeism, and a high level of organizational commitment. Human resource management practices that encourage the growth and development of the organization's human capital are more likely to result in organizational commitment. A multitude of factors impact employees' plans to leave their jobs, not the least of which is a lack of opportunity for professional growth and promotion.

V. CONCLUSION AND RECOMMENDATION

A. Introduction

The findings, conclusions, and recommendations of the study are summarized in this chapter. As part of the investigation into the impact of human resource management practices on employee well-being, 300 questionnaires were distributed to UBA bank employees. The findings are based on a number of methods, including descriptive, inferential, reliability, and regression analysis.

B. Recommendations

According to the findings, maintaining an acceptable staff level in the firm, employee retention, and meeting human resource goals all contribute to job satisfaction, as indicated in the table above.

The findings imply that the independent variable, training and development, is determined by gaining more skills to improve performance and having good opportunities to improve abilities. With an R² of 0.435, the components represented in this model can explain job satisfaction (43.5 percent). Job satisfaction can be obtained by learning new skills to work successfully, having high possibilities for additional training, and meeting human resource objectives.

According to a study, UBA bank should allow females to apply for jobs due to the bank's lack of female employees. Raising the educational requirement for certain employees to at least a bachelor's degree would benefit the bank as well, as financial institutions require a certain level of technical expertise. According to the study's findings, UBA's training program needs to be improved and expanded in order to meet the needs of its employees while also keeping up with the rapid advancements in industry knowledge and technology. Employees with lower levels of education may benefit from specialized training in this area as a result of their dissatisfaction.

Furthermore, it is suggested that the company provide loans to its employees in order to help them build their personal lives. The workers at UBA bank are dissatisfied because there are no loans available. Because of the dissatisfied employee groups, the bank may want to consider raising the starting salary. Because the majority of bank employees are in their twenties and thirties, improving their compensation packages can have a significant impact on both their job satisfaction and productivity. Employees believe that improving electronic service performance is also critical. Investing in ATMs that are frequently used outside of normal business hours can help to reduce the workload of branch employees. According to the study's findings, employees are very satisfied with their workplace. As a result, working hours must be limited during the week, and the number of workdays must be reduced to five rather than six. Managers who are unhelpful or abuse their power,

according to the study's findings, should be held accountable. Despite the fact that many UBA bank employees believe the bank's job design is good and well-defined, the study's findings suggest that the bank should update the job descriptions for the majority of positions as new responsibilities emerge over time. Because of the dissatisfaction among higher-level employees, management should pay special attention to job descriptions for this group.

According to the analysis and comments of respondents, employees should be promoted based on their skills and knowledge. This is a bad thing because it means that women have fewer opportunities for advancement than men. According to the findings of an employee appreciation study, some employees believe they work hard but are not recognized for it.

The purpose of this research is to determine which human resource factors influence employee job satisfaction. Employee satisfaction and staff levels were evaluated in both banks, as were the effects of working conditions on employee happiness, training and development on employee contentment, and human resource factors on employee satisfaction. The significant association between the investigated traits and job satisfaction indicates how productive and effective people may be when they are satisfied at work. As a result, it is clear that organizations must incorporate the following proven variables into their strategies: training and development, working environment, and employee retention, in order to keep people satisfied in their jobs, reduce turnover, and assist the organization achieve its goals. Based on our findings and recommendations, we may conclude that an equitable incentive system, which comprises compensation, working conditions, training and development, fair treatment, and fair human resource policy, predicts employee job satisfaction.

The study reveals that UBA Bank gives females a chance to get hired in terms of recruiting and selection because females are underrepresented in the bank. Furthermore, because financial institutions require technical skills, it would be more advantageous for the bank to increase the education requirement of selected people to at least a bachelor's degree. Based on the findings and opinions of the respondents, the study recommends that UBA strengthen and expand its training program to meet all of its employees' requests and to stay up with advances in knowledge and technology. Because employees with low levels of education have lower levels of

satisfaction in this dimension, possibly special training programs for this group of workers can be identified. In terms of remuneration, the study's findings and employee feedback indicate that management should increase staff salaries and incentives, as well as provide loans to assist them in building their personal life. Loans are not permitted at UBA Bank, and employees are unhappy with this restriction. Employees are rewarded based on their performance; but, considering the amount of unsatisfied employees, the bank may wish to consider upping starting pay. Given that the majority of the bank's employees are young, increasing their pay packages may have a big impact on their job satisfaction and productivity. 44 According to employee comments, the bank should also improve the performance of its electronic services. This type of investment can assist ease stress in many branches, especially ATM machines that are widely used during holidays and off-work hours. Employees are highly happy with their work environment, according to the conclusions of the study. Employees, on the other hand, require more time with their families, thus the bank should cut work hours throughout the week and reduce working days to five instead of six. Certain managers, according to the report, are ineffective and misuse their power over some employees, which the bank must consider. According to the analysis, many employees consider UBA bank's job design is solid and well defined; nonetheless, the study suggests that the bank update job descriptions for the majority of jobs because new activities are introduced on a regular basis. Employees with master's degrees are more unsatisfied with their job design, thus management should focus on their job descriptions. Promotions should be offered based on employees' skills and knowledge, as determined by the analyses and opinions of respondents. Furthermore, it has been demonstrated that females have a lower chance of advancement than males, which is a disadvantage. According to the report, employees require more gratitude from upper management, and some employees say they put in a lot of effort but aren't compensated for it.

According to the assessment, UBA's promotion system may be strengthened by elevating individuals with talents and knowledge. Furthermore, respondents indicate that the company's training program does not reach everyone, and the study proposes that the bank expand its training program. Furthermore, the remuneration system will be improved by increasing worker salaries and perks. Because recognition, work design, recruiting and selection, compensation, and job security all

have a significant impact on job satisfaction in this bank, management should concentrate on increasing these dimensions to produce happier and more productive employees.

The impact of HRM practices on work satisfaction among Nigerian bank workers was investigated in this study. The current study used compensation, supervisory role practice, promotion practice, training practice, and performance evaluation practice. Compensation practices, promotion procedures, and performance assessment practices all have a favorable impact on job satisfaction among Nigerian bank employees, however supervisory role practices and training practices have a negative impact, according to the findings of this study. According to the paper, bank officials should support the development of mentorship relationships, as well as proper training in workers' fields of competence through seminars and conferences held both within and outside the country, as well as enhanced compensation and promotion.

At UBA bank, the study investigated the relationship between employee satisfaction and staff levels, the impact of working conditions on employee happiness, the impact of training and development on employee contentment, and lastly the impact of human resource factors on employee satisfaction. The strong correlation between the studied traits and job satisfaction reveals how productive and competent people may be when they enjoy their work. As a result, it is clear that enterprises must incorporate these proven variables into their strategies: training and development, working environment, and employee retention, in order to keep employees satisfied in their jobs, reduce turnover, and assist the company meet its objectives. Based on our findings and recommendations, we may conclude that an equitable incentive system, which comprises compensation, working conditions, training and development, fair treatment, and fair human resource policy, predicts employee job satisfaction.

The study suggests that Training and Development will provide employees a greater understanding and control over their tasks based on the findings that Training and Development is positively related to organizational performance in Nigerian commercial banks. According to the survey, employees who receive a good motivating package are more confident in their abilities and hence remain more loyal to their companies. As a result, the organization's overall performance

improves.

The study found no statistically significant link between salary and organizational performance in Nigerian commercial banks, and the study's conclusion is that remuneration is not the primary motivator in an organization, and that other stimulating packages should be used instead. The outcomes of the first hypothesis show that training and development have a favorable and significant impact on commercial bank performance. These findings imply that people will become more productive if they are given more instruction or direction in their professions, and vice versa.

Employees benefit from regular performance reviews because how a company handles their performance is critical to their success or failure. Employee attitudes and conduct toward their work are significantly influenced by performance reports. This implies that modern organizations should prioritize improving employee performance reviews. Employees in the banking business would benefit from a well-designed performance evaluation system that informs them of their current performance and what is expected of them in the future. Employees are more likely to perform well if the procedure and outcomes of performance reviews are perceived as fair and justifiable. To make matters worse, when employees feel unfairly treated, it can lead to poor work performance or even unproductive work habits. This discovery is also critical for this reason.

Similarly, the results of the second hypothesis indicate that recruitment and selection have a considerable favorable impact on commercial bank performance. This implies that the higher the recruiting rate, the better the organization's performance. Furthermore, the study's findings suggest that remuneration has little impact on UBA Bank's organizational effectiveness. This implies that if employees are well cared for, they will exert greater effort in their daily work.

Human resource management approaches have been shown to have a substantial association with employee satisfaction and loyalty. Employee work satisfaction has previously been proved to improve employees' commitment to their employer. Workplace contentment, on the other hand, has been found to be positively related to an organization's dedication.

A recruitment and selection survey found that only a very small number of women work at UBA bank. So, women could now work in the bank. If the bank wants to make things even better, it should require at least one employee to have a bachelor's degree. Researchers found that UBA's training program needs to be upgraded or made bigger so that it can better meet the needs of its employees and keep up with new technology and expert knowledge. This group may need specialized training programs because they are less satisfied with their jobs in this field. Research and comments from employees suggest that management should raise salaries and benefits and give loans to employees so they can start a life outside of work. Employees at UBA Bank are very angry that they can't give out loans. Since many employees are unhappy, the bank is likely to raise starting pay. If the bank's young professionals were paid more and given more benefits, it might do a lot to boost morale and productivity. According to what employees have said, the bank's technology service needs to be improved. If ATMs are used a lot on holidays and when the branch is closed, it might make the people who work there less stressed. The results of the survey show that workers are happy with where they work. So, the bank should cut the number of work days from six to five so that its workers can spend more time with their families. The poll's results show that some bank executives are not helpful and take advantage of their positions of power. Even though many employees think their jobs are clear and well-defined, the poll suggests that the bank change the job descriptions for most positions because new tasks are constantly being added to the organization. Management should look closely at the job descriptions of people with master's degrees. The results and comments from those who took the survey show that promotions should be based on how skilled and knowledgeable an employee is. Because of this, women get promoted less often than men, which is a problem. A new study shows that worker appreciation is more important to those who need it than to those who don't.

C. Limitations Of The Study

The major limitation of this study related to the sample size. It was difficult to reach and get feedback from a majority of the employees in the bank. The time limitation forced us to proceed with only 300 responses. One of the study's major flaws was its small sample size. Contacting and gaining input from the majority of

the bank's employees proved difficult. HRM, employee job satisfaction, and organizational commitment have all been shown to be closely connected in the UBA banking sector. These results have far-reaching implications. A satisfied employee is less likely to leave their job and more likely to stay with the organization. Human Resource Management (HRM) strategies can be utilized to advance one's career. Human resource management is essential if you want your employees to be satisfied and your company to be more committed to its mission (HRM).

VI. CONCLUSION

The researchers at UBA Bank investigated employee satisfaction and human resource practices in this study. In comparison to other Nigerian banks, UBA Bank appears to have made significant progress in human resource management. Employees at UBA Bank are generally satisfied with their work environment and benefits. Some employees were dissatisfied with their pay or the opportunities for advancement and training. According to the study's findings, there should be a greater emphasis on rewarding employees for their abilities and knowledge. As a result of the findings of this study, more employees should be trained. Employees will also benefit from higher wages and benefits under the plan. When it comes to making sure the bank's employees are both happy and productive, management should prioritize recognizing and rewarding them for their efforts. The goal of this research is to identify the elements that influence employee job satisfaction. The study included a comparison of employee satisfaction, working conditions, educational options, and human resource resources. The substantial link between job satisfaction and the attributes studied demonstrates how successful and efficient people may be when they are happy with their jobs. As a result, it is clear that organizations must incorporate these tried and true components into their strategies in order for employees to be satisfied with their work and the organization's goals to be met. Employee job satisfaction can be influenced by equitable incentive systems such as pay and benefits, working conditions and training, and human resource policies. This study was carried out to determine how HR management affects employee productivity. Our findings demonstrate a substantial correlation between HRM practices and employee performance, with both variables indicating a significant link. A well-managed human resource can increase an organization's performance and productivity by driving activities such as recruiting, salary and reward, training and development, and continuous performance review through effective policies.

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RESUME

Personal Information

ORIYOMI ABIODUN AKINOLA

WORK EXPERIENCE

Customer service representative deloitte nigeria [06/2018 – Current]

City: Ibadan

Country: Nigeria

Handled all first customer communications via phone and mail Keeping track of who has been contacted and who does not wish to be contacted in the future. Following up with prior customers to see if there are any sales opportunities Keeping track of consumer interactions Obtaining information about future clients by completing customer surveys.

Front Desk Officer

VIP nigeria Pass, Elite Citizenship and Investment Consultancy Limited [03/02/2016 – 12/01/2018]

City: ibadan

Country: Nigeria

Anticipated and handled any client requests and satisfy their needs within acceptable guidelines Answer phone inquiries, direct calls, and provide basic information Receptionist.

ROYAL ROCK HOTEL, RESTAURANT AND EVENT CENTRE [01/01/2013 – 02/2016] City: ILORIN Country: Nigeria Visitors are served by greeting, welcoming, and guiding them to the appropriate place. Notifies business staff of the

arrival of a guest. Maintains the telecommunications and defense systems. Maintains employee and department directories to guide tourists.

**EDUCATION AND TRAINING: BSc Business Administration Leadcity
University**

[03/10/2008 – 10/10/2012] Address: sw8 1011, imalefalafia, ibadan, oyo state, Nigeria, (Nigeria).

LANGUAGE SKILLS Mother tongue(s): English.

DIGITAL SKILLS

Microsoft Office / Microsoft Powerpoint / Microsoft Word / Microsoft Excel / Zoom / Social Media / Outlook / Facebook / Instagram / Internet user / Twitter / LinkedIn / Power Point / Written and Verbal skills / Organizational and planning skills / Good listener and communicator / Google Drive / Motivated / Team-work oriented