



**SCHOOL OF ECONOMICS, BUSINESS AND COMPUTER
SCIENCE**

**THE RELATION BETWEEN HUMAN RESOURCES
MANAGEMENT (HRM) PRACTICES AND JOB
SATISFACTION IN THE EUROPEAN FIRMS**

NANCY ASBAGHIPOUR

JANUARY 2022



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**Dissertation which was submitted for obtaining a postgraduate
degree in MBA at Neapolis University**

NANCY ASBAGHIPOUR

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First supervisor (Neapolis University Pafos) [name, surname, rank, signature]

Committee member [..... names, surnames, ranks, signatures]

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DECLARATION

I, Nancy Asbaghipour being fully aware of the consequences of plagiarism, declare responsibly that this paper entitled “THE RELATIONSHIP BETWEEN HUMAN RESOURCE MANAGEMENT (HRM) PRACTICES AND JOB SATISFACTION IN THE EUROPEAN FIRMS”, is strictly a product of my own personal work and all sources used have been duly stated in the bibliographic citations and references. Where I have used ideas, text and/or sources of other authors, they are clearly mentioned in the text with the appropriate citation and the relevant reference is included in the bibliographic references section with a full description.

NANCY ASBAGHIPOUR

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ABSTRACT

The purpose of this study is to look at the link between human resource management practices (HRM) and job satisfaction in European firms. The study is carried out by hypothesizing the influence of human resource management techniques on work satisfaction; furthermore, this impact is thought to be mediated through job satisfaction and employee performance. Employee involvement is also included because of its possible moderating influence within the proposed model.

Because of the rising need for expertise and service orientation, the importance of unique personnel for the success of a European firm has grown dramatically, and job happiness has become more crucial in the struggle for the most appealing employees. Improving job satisfaction also has other benefits. It has been shown, for example, to have a direct influence on consumer satisfaction.

According to the findings of this study, there is a high degree of model fit between HRM practices, organizational commitment, and job satisfaction, and organizational commitment partially mediates the association between HRM practice and job satisfaction. This outcome led to the conclusion that human resource management methods, organizational commitment, and work satisfaction are critical factors in the success of public and private businesses. Various European firms can profit from the findings of this study by learning about the degree of satisfaction among their personnel.

This study employs a quantitative method, consisting of online surveys for workers that assess employee happiness and loyalty. For testing, the T-test association model is utilized. It is intended that this study may benefit academics and human resource managers in European companies as well as other organizations.

Key Words: Human Resources Management (HRM), Job Satisfaction, Employee Performance, Relationship, European Firms.

CHAPTER 1: INTRODUCTION

1.1. Introduction

The purpose of this study was to investigate the relationship between human resource management practices and job satisfaction in European firms.

Employment satisfaction is defined as a happy emotional state caused by the sense of one's job as satisfying or permitting the fulfillment of one's key values, provided these values are consistent with one's necessities (Locke 1976). Job satisfaction has been linked to a variety of work outcomes, including employee performance (Ostrof, 1992), employee turnover (Mosadehrad et al., 2008; Olesegun, 2013), and employee engagement (Harter et al., 2002), to name a few. These few examples show that employee job satisfaction is a critical variable that organizational managers must regulate if favorable work results are to be documented. Identifying its determinants is the first step toward management.

According to the research, certain human resource management (HRM) practices inside a company might predict job satisfaction. HRM is defined by Bratton and Gold (2009) as a strategic approach to managing employment relations that stresses the importance of harnessing people's talents in creating a competitive advantage. They also contend that utilizing people's skills is accomplished through a unique combination of integrated employment policies, initiatives, and practices. Human resource management (HRM) "is a purposeful and cohesive approach to the management of an organization's most valuable asset; the people who work there and contribute individually and collectively to the attainment of its objectives" (Armstrong, 2014, p. 3). According to Minbaeva (2005), HRM practices are "a collection of techniques used by organizations to manage human resources by promoting the development of firm-specific competencies, producing complex social relationships, and generating organizational knowledge to preserve competitive advantage." The most prevalent human resource management methods, according to Yeganeh and Su (2008), are those relating to recruiting, selection, training and development, remuneration, reward, and recognition.

For many years, the influence of HRM practices on employee happiness has been a significant subject of research in the industrialized world (Petrescu and Simmons, 2008). The human element is a crucial component of every business and symbolizes human capital in the same way that financial capital does, therefore the value of workers cannot be overstated. HRM should focus on growing employees' abilities and knowledge; consequently, HRM is regarded as the cornerstone of corporate success (Budhwar and Khatri, 2001). Employee commitment suffers as a result of ineffective HRM procedures, and unhappiness occurs (Hossain, 2012). Thus, the purpose of this study is to present empirical evidence and considerable links to work satisfaction through HRM methods, with employee commitment acting as a moderator in this connection.

Working conditions, quality of supervision, status, job security, salary, company policy and administration, and interpersonal relationships are dissatisfiers, whereas achievement, recognition, advancement to higher-level tasks, job itself, growth and development are satisfiers, according to Fredrick Herzberg's Two Factor Theory (1966). Another perspective is equity theory, which focuses on people's perceptions of how they are treated in comparison to others.

Essentially, these theories link HRM practice and job satisfaction in organizations; as a result, they can be used to create independent variables such as training and development, compensation practices, and performance appraisal practices to test the effect of each on European Firms employees' job satisfaction. As a result, the purpose of this study was to investigate the impact and the relationship between human resource management methods on employee job satisfaction in European firms.

Because job satisfaction is a subjective process, it is difficult to describe. It is influenced by internal and external pressures, which can have an impact on the worker's physical and mental health, as well as their personal and professional conduct (Robbins, 2005; Suzete et al., 2017). A survey of the literature reveals a scarcity of research on the function of organizational commitment in mediating the relationship between HRM practices and job satisfaction and commitment. The researcher discovered a connection between each pair of variables. First, there is a link between HRM practices and job satisfaction; second, there is a link between HRM practices and organizational commitment; and third, there is a link between organizational commitment and job satisfaction. According to a review of prior studies, there is a paucity of empirical evidence on the mediation model between these three factors. As a result, this study is an empirical attempt to evaluate the function of organizational commitment in mediating the relationship between HRM practices and job satisfaction in European firms.

1.2. Aim and Objectives

Organizations are increasingly emphasizing the significance of Strategic Human Resource Management. Strategic human resource management is critical to the success and job satisfaction of companies. People have become a key component in the growth of companies. The demand for skills and human resources is determined by strategic decisions.

Ineffective and unbalanced: resourcing, training, development, incentive, and assessment systems have resulted in low performance, resulting in work unhappiness.

Despite the fact that there is a large body of literature on the effectiveness of HRM, what HRM practices can impact job satisfaction and organizational performance has not been well researched. To address this void, the purpose of this study is to investigate the link between HRM practices and work satisfaction. HRM practices (recruitment and selection, training and development, performance assessment, and remuneration and incentives) were found to be directly related to work satisfaction.

An effective human resource management strategy unites all individual human resource management measurements in a systematic manner to directly impact employee performance and behavior in a way that drives company to organizational success. Finally, the article employs the qualitative research technique to investigate the link between strategic human resource management and job satisfaction, as well as the elements that impact the relationship between the two, as well as the mediating variables and how to influence the process. Finally, this paper proposes a conceptual framework for explaining the link between strategic human resource management and job satisfaction in European firms.

The purpose of this research is to determine the impact of recruitment and selection, training and development, performance assessment, remuneration and reward on work satisfaction in European companies. The overall findings of this study suggest that all factors investigated, including recruiting and selection, training and development, employee performance assessment, remuneration and reward, affect job satisfaction among workers working in the business.

This study also indicates that other organizations in various industries that exercise HRP should learn which HRP affect staff job satisfaction and should employ more HRP that fully connects to job satisfaction for a pleasant work environment. Conclusively, the empirical evidence revealed in this study is relevant for future research; it can also serve as a guide for organizations that use this type of HRP to impact staff job satisfaction for improved work performance for the benefit of the company and the workers.

1.3. Basic Research Questions

1. What is the relationship between HRM practices and job satisfaction in European firms?
2. What is the influence of human resource management performance on employee motivation analyzed?
3. How may motivation be simulated to improve human resource management performance?

1.4. Importance of the research

My research is concerned with the link between human resource management (HRM) and job satisfaction in European firms. In reality, HRM plays a significant role in companies since it serves as a catalyst for positive change in other departments and work processes. My subject is on the impacts of Human Resource Management (HRM) on work satisfaction, which is related to employee motivation and performance, in order to enhance the overall success of the business. HRM practices determine whether an organization or business succeeds or fails. Human resources are seen as a critical component for a company's success (Foss and Laursen, 2011). As a general rule, HRM is divided into many important components: staffing, hiring, employee remuneration, benefits, and defining and designing work.

The objective of human resource management is to have a system of management practices in place to provide employees with skills, knowledge, motivation, and competitive advantage.

HRM responsibilities include the following:

1. Hiring, training, and retaining new workers
2. HRM may distribute salaries and perks to workers based on the company's budget.
3. When it comes to corporate values, HRM plays an important role.

On the other hand, because all HRM practices are connected to innovation and organizational performance, having an effective and suitable HRM in organization generates an inventive environment and well-structured format to end up to advantages and good records in firm by employing resources correctly. This section is critical for every organization, and there is a

significant need to pay attention to HRM in detail, if we consider that a company needs to be innovative in three factors, which are called "products and services, process, and knowledge," all of the responsibilities in case of innovation and job satisfaction are connected to HRM, and it can be interesting to know how HRM is used to stimulate motives and how it is used to stimulate motives. Another topic is that HRM revolves around value creation, which is why it is involved with line managers by establishing a closer relationship with them, allowing it to understand organizational performance directly through the use of HRM strategies, resulting in a competitive advantage for the organization. Theoretical work shows that an HRM system can be a unique source of persistent competitive advantage, particularly when its components have a high internal and external fit (Baird and Meshoulam, 1988; Lennick–Hall, 1988).

Overall, after understanding some factors about HRM, job satisfaction, employee motivation, employee performance, and organizational performance by considering their relationships and impacts on having a successful company in this area's unstable environment, attention should be directed toward gaining more knowledge and statistical experiences. These issues can be highlighted around us because people and organizations are becoming more and more involved with these issues around the world. In this competitive environment, a firm must be innovative and well-organized in performance by having appropriate strategies and actions, which are possible by establishing appropriate HRM according to the company. This topic piques my curiosity since it appears critical to examine HRM interactions and their consequences in organizations. It is a helpful subject for every business, regardless of size or sector, because disclosing ideas and methods for success and good performance is what every firm seeks. This is an essential topic to research for several government agencies as well as any current or potential businesses.

1.5. Dissertation Structure

This dissertation is divided into six chapters, the first of which introduces the reader to the entire thesis and defines clearly the objectives of the entire research study. The second chapter, the Literature Review, summarizes past research conducted in this topic area. It will concentrate on the fundamental issues identified by academics as the foundation for this study. The third chapter is the Research Methodology, which will define the investigation hypothesis, explore the theory underlying the research, and justify the data-gathering technique chosen. Chapters four and five, Research Findings and Discussion, will describe the findings of the primary research, analyze them in relation to the main objectives, and discuss them. The study will be concluded in Chapter Six based on the secondary and primary research that has been collected and analyzed.

CHAPTER 2: LITERATURE REVIEW

The literature on the relationship between HRM practices and job satisfaction is vast and not easily identifiable. Therefore, this study divides the literature into a different section in order to make it easier to follow;

2.1. Job Satisfaction

We typically employ three criteria in this analysis: job stability, job enrichment, and job ability (Mahmood et al., 2019). Many scholars have focused on job satisfaction since it is vital for an individual's success inside an organization (Mohammad et al., 2017). HRMP assists workers by increasing their confidence, encouraging them, and attaining job satisfaction via extracurricular activities and passion in the workplace. This, in turn, bo

osts the efficacy of the individual's work performance in achieving the organization's goals (Astuti et al., 2020; Pradhan et al., 2017).

Job satisfaction is important because an employee's attitude and beliefs can influence his or her conduct and interactions with the firm. Job satisfaction may also be seen in the context of a larger set of concerns affecting an employee's work experience or quality of working life (Byremo, 2015). HRMP has an impact on employee behavior, which is supported by social exchange theory and signal theory.

According to social exchange theory, employees have an exchange relationship with the company and give back in kind what they get from it. Employees will be happy with their respective organizations if they receive maximum organizational assistance via HRMP.

Signaling theory is concerned with the description of two types of behaviors: individual and organizational. The influence of HRMP on employee behaviors functions as signals bearing the organizational purpose for the employees, and the employees respond to it through effective and high job performance. If the organization signals HR practices in such a manner that workers view them as fair, just, right, and in response to their requirements, they read the organization's signal and demonstrate satisfaction and maximum job performance (Khalid et al., 2014). Job satisfaction is a valid study of the influence of HRMP on EP.

The dominance of HRM implementation is based on its direct impact on employee productivity. According to research, employees view HRM as a change agent of work processes in the workplace, guiding them to be content with their jobs both before and after adoption (Marler and Fisher, 2013). However, if the usage is challenging, the level of enjoyment may gradually fall (Beckers and Bsai, 2002). As a result, the source of job satisfaction is multidimensional, and one's attitude toward the job is noteworthy. In truth, the cornerstone of employment happiness is the work environment (Masum et al., 2016). Job happiness is determined by the circumstances of one's employment. As a result, if the employment condition is favorable, the employee is content, and vice versa (Masum et al., 2015).

Furthermore, a study conducted by Rose, Kumar, and Pak (2011) on the relationship between job satisfaction and work performance by a sample of public service officials in Malaysia discovered that organizational learning was positively associated with organizational commitment, job satisfaction, and work performance. Similarly, Raza, Rafique, Ali, Mohsin, and Shah (2015) conduct a study with the goal of probing the connection between job satisfaction and sales

representative's performance with adaptive selling deeds of organizations. The study reveals that there is a strong association between sales person performance and job satisfaction.

Furthermore, Vermeeren, Kuipers, and Steijn (2014) conducted a study to examine the relationship between public organizational performance and worker management, with a particular emphasis on job satisfaction as a credible mediating variable between organizational performance and HRM, on the impact of a supervisor's management smartness on the application of human resource (HR) practices. Their findings, however, indicate that work happiness is positively associated to employee performance.

According to Armstrong et al. (2014), there are three levels of influencing factors that affect job satisfaction: first, the intrinsic motivating factors that relate to job content, specifically the five dimensions of jobs or the job characteristics model: skill variety, task identity, task significance, autonomy, and feedback. Second, the quality of supervision: the most significant influencer of worker attitudes is supervision. Third, success or failure: success, without a doubt, leads to satisfaction; failure, on the other hand, leads to unhappiness. When a person works hard and utilizes all of his talents to prove to himself and others that he is talented, successful, and has potential, his sentiments are boosted and he is satisfied. While another individual who consistently fails to do chores as they should have unsatisfactory emotions (Armstrong & Taylor, 2014).

JC is defined as a general attitude that encompasses employees' attitudes regarding their workplace, remuneration, and promotional factors, as well as their social relationships at work; hence, it is an aggregation of sentiments linked with activities performed at work (Kianto et al., 2016; Nazneen et al., 2018).

2.2. Human Resource Management Practices

An organization that performs HRMP such as development, training, selection, appointment, and compensation system is able to achieve goals and develop strategies effectively and flexibly, and is also able to implement policies within the organization, HRMP is consistent with internal policies and methods established and applied to ensure the organization's human resources contribute to achieving the organization's goals, coming up with solutions for developing human resources (Nguyen et al., 2020).

In order to satisfy commercial demands, some firms updated their management approaches owing to inadequacies in classical management. Traditional management depended on practices that lacked impartiality, technological sophistication, and scientific validity (Vaughan & Mclean, 2015). The management profession was transformed into people practices that incorporated the notion that employers and workers have a similar interest in the workplace, with success defined as the satisfaction of both the organization's customers and shareholders. The function of HRM is vital, and it acts as a tool for integrating awareness in the workplace in order to get a competitive edge (Edwardson, 2017).

There are two fundamental theories in the area of HRM: unitarist and pluralist approaches to HRM. The unitarist approach is connected to industrial organization and regards organizations as having a single source of authority and interest. The pluralist approach, on the other hand, recognizes that

different stakeholders in organizations have diverse interests and purposes (Fox, 2015). Guest (2012) described the HRM pluralist approach as the combination of a high HRM priority and a high industrial relations priority in organizations. Later, (Kochan 2016) claimed that the theory of the industrial relation is based on the notion that managers and employees have competing interests and aims. For example, the survival, profit, and expansion of a corporation are all shared goals. Other objectives, however, may be in conflict (for example, salary, job security, and working conditions). (Sandy 2015).

The two HRM models are based on a perspective of human behavior and management control tactics, as demonstrated through a case study. According to (Marcius 2016), the challenging HRM model takes rigorous managerial control into account while managing the workforce in firms. The hard model simply analyzes human resources in terms of headcount, and the emphasis in this form is on the organization's economic growth. The soft HRM paradigm, on the other hand, is related to human interactions and the development of individual skills to increase human commitment without the use of external (management) pressure (Nik Mat, Nik Hazimah & Barrett, Rowena 2015).

Fruitier (2013) conducted a poll of employees' reactions to HRM in the framework and discovered that employees are satisfied with HRM practices and believe that HRM may impact their motivation and productivity. One may argue that Guest's poll is flawed since it reports employees' attitudes to HRM practices and treats people as little more than physical commodities that can be replaced as needed. This thesis focuses on employees as a resource, and their awareness sharing may help to increase organizational competence; nevertheless, the survey missed employees' awareness as a resource in the context of HRM.

More recently, Thunnissen, Boselie, and Fruytier (2013) propose the HRM pluralist view in the context of employees' awareness, arguing that in order to fully understand employees' awareness, one must consider the entire organization, because considering only one aspect of the organization (for example, management's perspective) may not provide an understanding of the value of awareness from both the employee and organizational perspectives. Tunisian, Bosele, and Fruitier (2013), for example, believe that talent in management may be perceived through the eyes of individual employees as well as those at the organizational level. Individuals can efficiently engage in organizational activities for their own development, in addition to cash incentives, at the individual level. However, at the organizational level, the economic and non-economic worth (legitimacy) of employees' expertise may be prioritized.

Geare, Edgar, and McAndrew (2006) recently conducted a study of managers to evaluate their perceptions of HRM. They discovered that nearly two-thirds of their managerial respondents perceived employment arrangements in their businesses to be unitarist. As a result, they argue that the unitarist method is consistent with the HRM concept of holding HR managers accountable for implementing HRM policies in firms. Nonetheless, their study only looks at HRM from the eyes of managers. Managers' views differ from workers' perceptions because managers' perceptions are based on employees' behaviors in relation to organizational results. As previously noted, Kochan (2016) argues that there may be some agreement between managers' and employees' opinions on the organization's growth and productivity. However, the goals of other employees may collide

with those of supervisors. Employees, for example, seek their own personal growth and learning, but managers aim to attain desired organizational goals.

HRP is a highly anticipated ideology that serves as a powerful factor for gaining a competitive edge through loyalty and improved organizational performance (Madanat & Khasawneh, 2018). Previous research has suggested that harmonizing sets of HR Management Practices, as opposed to individual HR Management Practices (HRP), can lead to higher levels of organizational result.

Human resource management strategies are likely to produce work circumstances and an atmosphere in which employees become highly dedicated to the organization (have a good attitude) and work hard to achieve the business's goals. Organizational commitment may be defined as employees' willingness to commit to assisting the organization in accomplishing its goals. Employee degrees of identification, participation, and loyalty are all factors in organizational commitment (Devananda and Onahring, 2019). Human resource management methods have a major and beneficial impact on employee work performance (Faiza et al., 2019).

HRM techniques are seen to be a means of increasing employee work satisfaction

(Mohammed et al., 2019). Job satisfaction is described as an individual's affective orientation toward the job duties that he or she is now holding, and it is related to that individual's conduct at work (Devananda and Onahring, 2019).

HRM techniques are designed to enhance employees' attitudes (commitment) and, as a result, performance (Cai et al., 2019). Employee dedication and satisfaction have a significant impact on the business (Elrehail al., 2019). Furthermore, Ana et al. (2019) established a favorable, substantial link between HRM practices and employee satisfaction. Effective human resource management techniques may boost employee happiness and commitment while also improving corporate performance (Cai et al., 2019).

2.3. Employee Performance

HRMP refers to the pattern of planned human resource deployments and activities designed to help an organization accomplish its objectives. It encompasses all of the operations carried out by an organization in order to influence the behavior of individuals in order to implement the strategic needs of a business (Nishii & Wright, 2008). There is a link between performance and return; the greater the return, the more effective the performance, and this, in turn, impacts the employee's implementation and execution of the duties allocated to him or her (Saleh et al., 2020). The positive factor performance generates value for the organization by assisting the company in reaching its aims of creating a quality product (Anitha, 2014). Job performance is defined as employees completing the responsibilities and tasks to which they have committed inside the organization, as determined by the organization, and the performance must be satisfactory in relation to the goals established by the organization (Liao, 2009).

According to Ahmad and Shahzad (2011), apparent employee performance embodies the employee's entire belief about their conduct and contributions to the organization's success, and they also stated that compensation practices, performance evaluation, and promotional practices are determinants of employee performance. Similarly, Anitha (2014) defines employee performance as an indicator of financial or other outcome of the employee that has a direct connection with the performance of the organization as well as its achievement. It was also revealed that working environment, leadership, team and co-worker relationships, training and career development, reward program, guidelines and procedures, workstation wellbeing, and employee engagement are major factors that determine employee performance.

However, Alagaraja1 and Shuck (2015) argue that employee performance can be improved through training and development in a study aimed at discovering prevalent viewpoints of organizational configuration and employee engagement in order to understand reasons associated with enhancing individual performance. Furthermore, Thomas and Feldman (2010) defined employee performance as core task performance, which includes in-role performance, safety performance, and creativity, citizenship performance, which includes both target-specific and general organizational citizenship behaviors, and counterproductive performance, which includes general counterproductive work behaviors, workplace aggression, substance use, tardiness, and absenteeism.

According to Ahmad and Shahzad (2011), an employee's apparent performance communicates the employee's whole belief in relation to the activities and input to the achievement of the organization's goals and mission. They went on to say that the procedures of salary, performance review, and employee advancement are the benchmarks for a worker's performance. Similarly, Anitha (2014) mentioned that an employee's performance is a gauge or indicator of monetary or other consequence of the individual that has a consistent association with organizational success and accomplishment. Anitha (2014) further states that the environment in which an employee performs tasks and other schedules, relationships with managers, co-employee relationships and team relationships, compensation method, and employee engagement are determining variables for performance. In contrast, Alagaraja1 and Shuck (2015) reveal that employee performance may be monitored through ongoing training and improvement. Furthermore, Thomas and Feldman (2010) define employee performance as core work performance, which encompasses in-role performance, security performance, and creativity, followed by citizenship performance, which is labeled as equally target-specific and broad-ranging organizational citizenship. However, in this study, the parameters for assessing employee performance presented by Liao et al (2012) were adopted. This is because in those studies, employee performance was measured from the perspective of the organization, the employee, and the job itself, i.e. organizational objective, employee objective, performance development, and employee satisfaction are used as measures of employee performance, which broadens its scope.

Employee performance is a major difficulty in an environment of tension and division of labor, such as health care, since it is intimately tied to factors of efficacy, quality, knowledge management, funding, and organizational growth (Platis, Reklitis, & Zimeras, 2015).

It is worth noting that every progress at the human level contributes to a shift at the organizational and community levels as well. Spreading pleasant emotions, for example, among different pieces of the chain or individuals, may change organizations into more cohesive, moral, and harmonious social organizations (Moccia, 2016).

The key predictors (determinants) of job performance, according to University of Minnesota Libraries Publishing (2015), are: views of organizational justice and interpersonal connections, stress, and work attitudes, notably job satisfaction. While Campbell and Wernik (2015) suggested that role-specific knowledge, ability, and decision behavior regarding the direction, intensity, and duration of effort are primary drivers of performance.

There are several approaches for evaluating individual work performance, however "there is no final criterion or even one optimum one" (Campbell & Wiernik, 2015). Rating, sampling, simulations, proxies, and technology-enhanced evaluation are a few examples (Campbell & Wiernik, 2015). The availability of several measuring tools demonstrates the necessity of accurately recording the level and kind of employee performance.

Employee commitment is viewed as a bond or connection to the organization (Mizanur et al., 2013). Employee absenteeism and turnover will be high if they are neither dedicated to the organization nor pleased with their employment (Murat et al., 2014). Organizations should use incentives and inspire workers to increase their commitment in order to secure their commitment (Mehwish et al., 2019).

Alima Aktar and Faizuniah Pangil (2018) investigated the function of organizational commitment (OC) as a moderator in the link between HRM practices and employee engagement among banking workers. HRM practices were found to be major determinants of employee engagement in their study. The findings also showed organizational commitment as a partial mediator in the connection between HRM practices and employee engagement.

One might anticipate an interactional cycle between and among HRM practices, job satisfaction, and organizational commitment, in which HR policies and practices are likely to increase employee job satisfaction, allowing these employees to be more dedicated to their organization (Prakash, 2017). They are connected to emotional and normative commitment in a good way (Ambreen, 2011). Employee commitment to their organization may be measured using suitable attitudes and actions such as work satisfaction, affective commitment, and retention intention (Mohammad et al., 2018). Abdirahman (2015) discovered a link between HRM practices and organizational commitment. HRM strategies have an impact on the outcomes of any business since they shape employee behaviors and attitudes (Norhasnina et al., 2018).

HRM strategies, according to certain researchers (Abubakar et al., 2017a, b; Albrecht et al., 2015; Ukil, 2016), can contribute to employee happiness and engagement. Murat et al. (2014) discovered a link between HRM methods (recruitment and selection, training and development, remuneration and benefits, and performance reviews), job satisfaction, and organizational commitment. In a similar vein, Mizanur et al. (2013) discovered beneficial connections between certain human resource practices, job satisfaction, and organizational commitment in Bangladesh's banking industry.

2.4. The Relationship Between HRM and Job Satisfaction

Many studies have been conducted to examine the influence of work satisfaction on employee performance.

The majority of them said that job happiness has an influence on employee performance because job satisfaction has a substantial impact on worker motivation, and worker motivation has an impact on productivity, and therefore on performance. They also said that job happiness is one of the elements that influence the improvement of task and conceptual performance.

Employee empowerment and the work environment have a substantial beneficial impact on job satisfaction. As a result, when an employee is given autonomy in business decisions and a pleasant and clean working environment, his level of happiness rises.

As a result, his performance will improve (Javed, Balouch, & Hassan, 2014).

According to Awan et al. (2014), there is a positive association between work satisfaction and employee performance in terms of compensation package, level of security, and incentive system.

Employees perform best when they are pleased with their compensation package, feel secure in their employment, and are pleased with the reward system (Awan & Asghar, 2014).

Job satisfaction has a significant impact on employee performance. Employees that are satisfied are useful to their companies because they work better and contribute to the overall goals and success of the business, as opposed to unsatisfied employees who are regarded a burden to any firm (Shmailan, 2016).

CHAPTER 3: METHODOLOGY

This chapter describes the data gathering processes and data analysis approach utilized in this study. Moreover, I have chosen the retail sector in the Republic of Ireland as a good sample for describing this chapter. Collis and Hussey (2013) define research as a systematic and deliberate process of inquiry and investigation with the goal of gaining knowledge. According to Quinlan (2011), it is also critical to be able to provide the reader with indicators of the study conduct and the logical conceptions that shape the research assumptions. Furthermore, researchers have a habit of selecting a data collection approach while ignoring the fact that their chosen research methodology is influenced by a theoretical perspective, and even more so by research philosophies (Gray, 2014).

This study's methodology will comprise the research design, data sources, sample size determination, data analysis tools, and data collecting instrument. It describes the strategy and techniques that will be used to establish the research hypothesis. These comprise surveys and observations of several outlets involving three major retail chains and 2-3 shops from each chain. This research's data gathering and analysis will be justified.

The philosophy is objectivism, ontology, and deductive, and it is based on an informed estimate based on the literature research and reasoning used in the pursuit of this project. Surveys will be utilized as the instrument, and they will be implemented using a quantitative analytic approach. The positivism employed would offer useful information on the local populace.

3.1. Hypothesis and Research Question

This study focuses on key HRM practices in the retail industry in Ireland, as well as their influence on service quality and employee and customer satisfaction and loyalty. At the moment, the main indication is assessing the success of HRM practices on service quality by analyzing customer and staff happiness.

3.1.1. Research Hypothesis

Hypotheses will be produced and tested in order to answer the main research issue; this study seeks to synthesize them and offer a comprehensive assessment of the research:

H1: Human resource procedures have an influence on employee satisfaction.

H2: Employee satisfaction influences employee loyalty positively.

H3: There are disparities in employee satisfaction based on gender.

H4: There are variances in staff satisfaction levels when compared to customer satisfaction levels.

Given that each of the hypotheses is linked to the others, it is clear that they will have a direct beneficial influence on this study. However, given the uniqueness of these variables with distinct notions, hypotheses are developed to assure the link between HRM practices, employee happiness, and loyalty.

3.2. Research Strategy

This is the procedure that the researcher would follow in order to answer the research questions. According to Saunders, Lewis, and Thornhill (2012), research strategy is the procedure that the researcher employs. In this study, a procedure of surveys/questionnaires, which is often associated with a deductive approach, will be employed. Other research methodologies, such as case studies and experiments, have been removed.

3.3. Research Philosophy

A research philosophy is a researcher's method of thinking about the growth and development of knowledge. Epistemology, Ontology, and Axiology are the three fields of research philosophy. Scholars such as Saunders et al. (2012) have classified them into three categories: positivism, interpretivism, and realism.

The epistemology:

According to Kura (2012)'s research, epistemological value is linked to the presentation of acceptable knowledge in the field of study. Interpretation is created through the effects of the

mental process for greater elucidation, whereas data collecting in this process is more participatory and personal (Thomas, 2010).

The Ontology:

The theory is based on the premise that everything is formed by and interacts with 'human experiences,' while also acknowledging the existence of numerous realities (Thomas, 2010).

The Axiology:

As their aspirations are encircled in the center of their research decisions, the axiology researcher's value is clearly exhibited. As the investigation proceeds, the researcher forms assumptions about the research (Bryman and Bell, 2011).

There is a requirement for these human assumptions to be linked to pre-existing philosophical decisions (Gray, 2014).

The philosophy pursued in this work is ontology, objectivism, and deductive.

3.4. Research Paradigm

The research paradigm is a set of ideas and concepts that impact the research field, study design, and method of assessing results (Cohen, Manion, and Morrison, 2007). It is a more in-depth examination of the meaning of the research philosophy. According to Saunders et al. (2012), there are four research paradigms: functionalist, interpretative, radical humanist, and radical structuralist. These four paradigms are linked to four conceptual aspects that recognize the researcher's research under the heading "scientific nature" (Ardalan, 2010; Saunders et al., 2012).

The functionalist paradigm holds that society is formed from concrete existence while maintaining some order and being value-free; hence, objectivism and the sociology of regulation are inextricably intertwined with this paradigm.

The interpretative paradigm considers individuals to be social makers of the world, and it is closely connected to the sociology of regulation and subjectivism. Being a 'contributor-in-action' is the finest approach for an interpreter to socially grasp the world.

According to the radical humanism worldview, the social reality of the world is generated and perpetuated jointly. It is also related to radical transformation sociology and subjectivism.

The reality, according to a radical structuralist, is tangible and objective. It is closely associated with objectivism and the sociology of radical transformation. Intrinsic tensions and contradictions are the socially induced effects of fundamental change in the system (Ardalan, 2010; Hassard, 1991).

The research paradigms used in this study include objectivist, positivist, and radical structuralist.

3.5. Quantitative Approach ana Qualitative Approach

Quantitative research entails the acquisition of numerical data and the use of mathematical models to analyze the data. The quantitative method's validity is poor, but its dependability is quite high.

The qualitative method seeks to achieve better understanding and knowledge via perception. It is linked to the deductive method. The qualitative approach hypothesis is composed of several explanations for social issues (Berger and Luckmann, 1966; Bryman and Burgess, 1999; Tewksbury, 2009).

The validity of the qualitative method is great, but the dependability is poor owing to the frequent changes in the many realities. The method's applicability is determined by the setting, purpose, and type of the research undertaking (Gray, 2014; Saunders et al., 2012).

The technique to be chosen for the research project is determined by the context, goal, and character of the study field, and in this case, the researcher did not choose the qualitative approach. The researcher used a quantitative technique in this study to analyze a huge population of consumer and staff participants.

3.6. Data Collection

There are two kinds of data collection: primary data and secondary data.

3.6.1. Primary Data

The purpose of this research is to evaluate how key HRM practices in Ireland's retail industry impact service quality and job satisfaction. Do they successfully assist employees in gaining skills and experience that will allow them to provide exceptional service and retain customers? The research is not intended for a specific location, but for the entire Republic of Ireland, as well as for all European firms.

3.6.2. Secondary Data

Secondary data gathering assists us in authenticating the information we use by ensuring that it is up to date, as well as in setting different study objectives. Secondary data is obtained from a variety of sources, including papers, the internet, databases, and surveys (Sekaran and Bougie, 2009).

This thesis will go further into published books, reports, NCI's online databases, media, published polls, and unpublished data.

In this study, data is gathered using survey methodologies to answer the research question, which is based on a structured questionnaire.

3.7. Research Design

A research design is a strategy for addressing specific research topics. It might be exploratory, descriptive, or explanatory (Saunders et al., 2012). The questionnaires were used to collect data for this investigation. The results will be provided in two categories: Customer Satisfaction and Employee Satisfaction.

3.8. Study Population

The study's population is defined as any feasible element, topic, or observation relevant to a certain phenomenon of interest to the researcher.

In reality, surveys are popular because they allow for the collection of a significant amount of data from a wide population in a cost-effective manner. When a big population is included in a research project, it is not practical to involve every member of the community in in-depth research (Quinlan, 2011). It is necessary to get as big a sample as possible in order to know the satisfaction of both consumers and staff in terms of employee and customer satisfaction. Furthermore, data acquired through a survey technique may be utilized to indicate potential linkages between variables and to generate models of these associations' (Saunders et al., 2012).

Surveys are widely used in this sort of study, which tries to describe the occurrence of a phenomenon (in this case employee satisfaction, customer satisfaction, and HRM, Also, The relationship between them).

As a result of the greater population, this study will employ a sampling approach.

3.9. Sampling Procedure

The study instrument will be administered in this manner. The sample unit, technique, and sample size were all defined. The sample company is in the retail business. The sample size indicates the number of persons who will be polled inside the company. The sampling strategy defines how respondents were selected; a random sample approach will be used to pick respondents. This is due to the researcher's desire to obtain responses to study questions from all levels of the business.

Sampling:

According to William, sampling is the procedure of picking units (e.g., individuals, organizations) from a population of interest such that we may reasonably generalize our conclusions back to the population from which they were picked by examining the sample. Sampling is commonly used since it is hard to examine every single person in a community. It is also done in order to save time, money, and effort when conducting research.

The researcher must remember that the ideal case is to test all of the people in order to achieve trustworthy, valid, and accurate data. Because testing all individuals is difficult, we must rely on sampling approaches alone in this case. Sampling might take the form of a random allocation of samples or a selection of samples from a known population.

There are two kinds of samples: probability samples and non-probability samples.

Probability Sample:

"A probability sample is one in which each member of the universe has a known chance of being chosen for inclusion in the survey, also known as a random sample" (Szwarc, 2005, p.113). Every individual in the population has an equal probability of getting chosen as a subject for the research in this sampling. This strategy ensures that the selection process is fully random and free of prejudice. Because it is representative of the total population, it may also be used to estimate population parameters. It is also a dependable strategy for removing sample bias (Explorable, 2009).

Non-Probability Sample:

According to Cook (2004, p.25), a non-probability sample is sometimes referred to as non-random sampling because "since it is non-random, it undoubtedly increases bias." It may be difficult to draw inferences about the population based on information acquired from a non-random sample, as samples are frequently unrepresentative of the community." "It is advisable to work with a sample size of at least 80-150 responders (any less and your data would be statistically invalid)" (Cook 2004 Pg.25.). Members of the population do not have an equal probability of being chosen in this sort of sampling. As a result, it is risky to presume that the sample accurately represents the target population. It is also conceivable that the participants in the study were chosen on purpose by the researcher.

3.10. Research Instrument

Questionnaires and scales are extremely accurate data/research gathering tools.

Questionnaires enable vast populations to be reached and engaged (Quinlan, 2011).

A questionnaire is any data gathering strategy in which each respondent is asked to answer the same set of questions in a preset order. According to Saunders et al. (2012), adopting a survey model gives you greater control over the research process, and when sampling is employed, it is feasible to create conclusions that are representative of the entire population at a lesser cost than collecting data from the entire population.

The questionnaire was also used to assess responder behavior, attitude, and attributes. Questionnaire administration is a unique and adaptable means of acquiring information on a wide range of subjects. As a consequence, the standard question was given to all correspondents in the same way. The questions were well-structured in order to prevent respondents from being swayed or led to questionable answers.

To generate a more spontaneous reaction, the questions were mostly multiple-choice and, to a lesser extent, open-ended. Furthermore, all questions were written in basic language so that responders could simply understand and comprehend them. The goal of this questionnaire is to ascertain the relationships between employees, service quality, and consumers in Ireland's retail business, as well as the influence of HRM policies. The online questionnaire was used to gather information from consumers and workers.

3.11. Online Survey Method

Because everyone is more technologically savvy, an online survey appears to be faster and less expensive. Printing, posting, monitoring, handling, and data entry costs are thereby eliminated (McDonald and Adam, 2003). An online survey has several advantages, including high representation levels and statistical significance. Due to the high dependability % received, a researcher's biased viewpoint is eliminated. Again, the rigorous design of surveys is viewed as a negative, but it may also be viewed as a benefit since the researcher seeks to remain consistent and exact in data gathering. The online surveys were accompanied by a cover message outlining the objective of the study. This was done to alleviate respondents' concerns about providing information and reassure them that it was only for research reasons. The tone of the questionnaire was established by the researcher's remark in the cover letter.

As previously indicated, the survey questionnaires used a deductive technique in conducting this research. The online data gathering approach was developed using Lime Survey, which provided a free service with an infinite number of questions. This online platform enabled data collecting via email, social media, and web links. The poll was mostly delivered through Facebook, LinkedIn, and group social network sites for workers and consumers. The poll was also distributed through email to employees, employers, and human resource managers.

It is generally tough to encourage individuals to take part in a survey, yet there is a need to re-motivate them to begin answering. The questionnaire was made up that took about 2 – 3 minutes to complete. The questions were rating questions, so participants could mark the box that most closely reflected their point of view, ranging from strongly disagree to strongly agree.

In order to assess variables of interest, this study relies on Independent Samples t-Test Association after an online survey done by the researcher on the SPSS software.

CHAPTER 4: FINDING RESEARCH

4.1. Overview

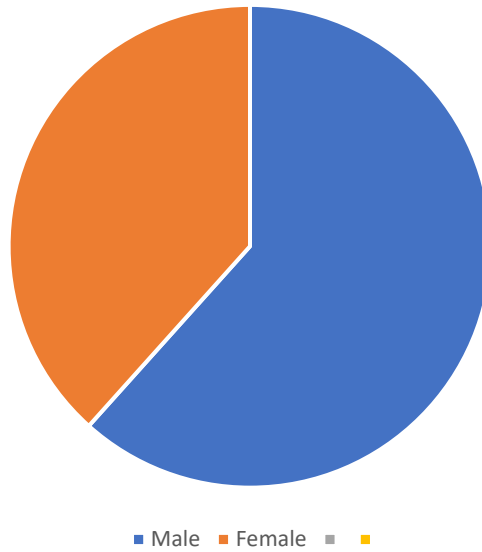
This chapter investigates the relationship between basic HRM practices, service quality, and employee and customer happiness in retail outlets in the Republic of Ireland, as a good and useful sample for this study, as well as the analysis, interpretation, and presentation of data obtained on the two surveys. This chapter provides the responses of over 140 respondents who were considered for this study, including male and female respondents from the entire questionnaire administered. A presentation of the results gathered during the online survey distribution process was sent to an excel sheet, where it was analyzed and coded before being transferred to the statistical program SPSS, where more coding and matching was completed to determine whether the objectives and hypothesis were met. The researcher, based on accessible resources on the internet, will give the statistical findings and outcomes using the T-test Associate technique of analysis which includes a presentation of the features of each variable and the results. (Anago, C. R., 2016).

4.2. Analysis of Response Rate

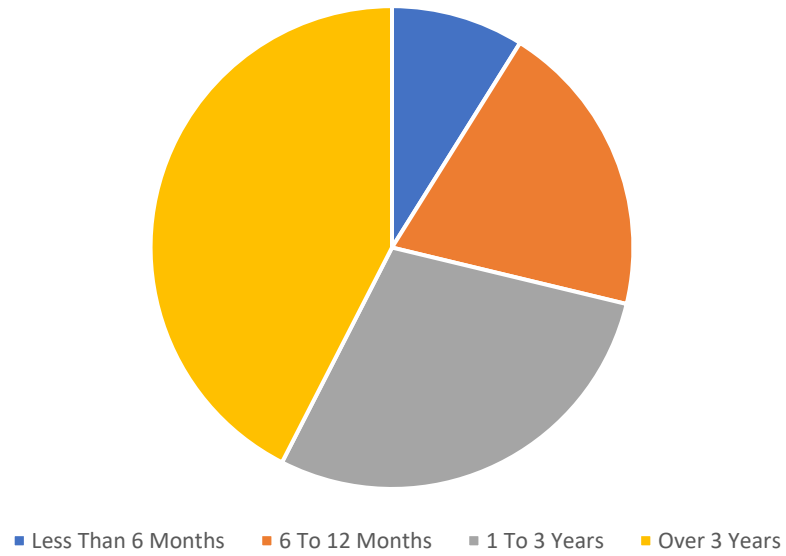
Employees completed the survey questionnaires that were created. They were employed as a key source of data collecting. Over 140 people responded to the survey, resulting in a perfect response rate of 100%. The researcher has established four hypotheses for this research investigation. The information received from the one survey will be shown in the form of a histogram, pie chart, and table, as well as a percentage breakdown of the replies, which will be utilized to test the hypothesis. The researcher will present the personnel statistics and conduct a brief discussion.

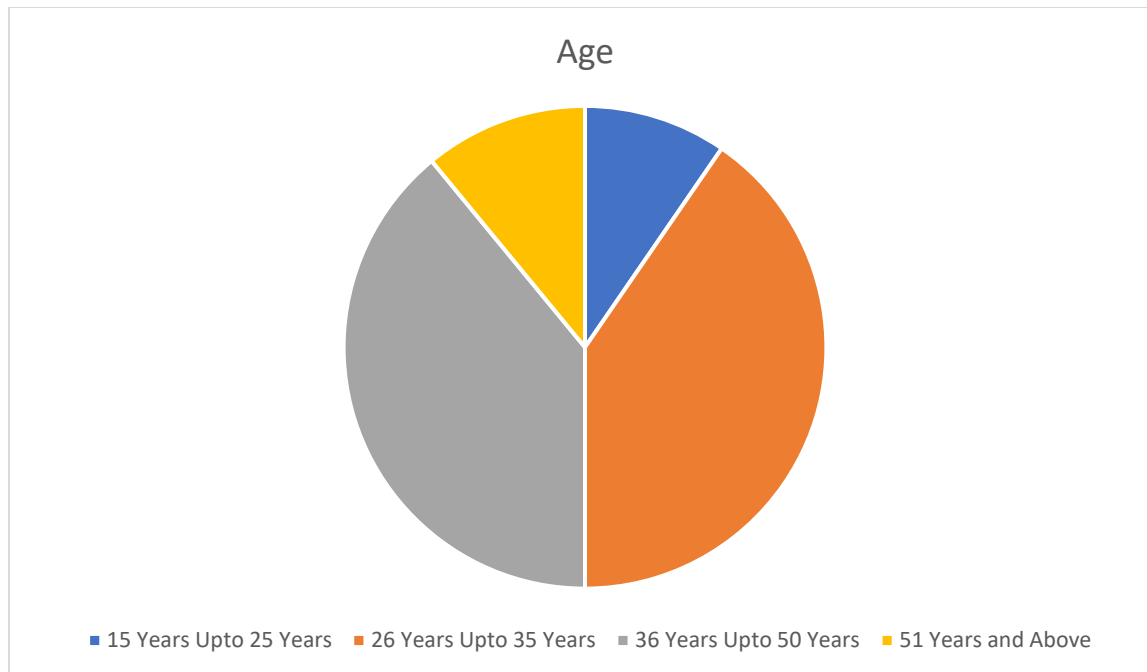
RESPONDENTS' EMPLOYEE SATISFACTION DEMOGRAPHICS

Gender



Year





The demographics of the responders are depicted. In terms of gender distribution, out of 146 respondents, 56 (38.36 percent) males and 90 (61.64 percent) females took part in the research. According to age, 14(9.59 percent) of respondents are between the ages of 15 and 25, 59(40.41 percent) are between the ages of 26 and 35, 57(39.04 percent) are between the ages of 36 and 50, and 16(10.96 percent) are between the ages of 50 and above.

H1: Human resource procedures have an influence on employee satisfaction.

17.8% of employees strongly agree in my workplace, appraisal and reward are components of performance management. 63.0 percent of employees agreed, 16.4 percent said they were neutral, and 2.1 percent said they disagreed or strongly disagreed. This demonstrates that Core HRM principles have a major influence on employee happiness and loyalty.

18.5 percent of employees strongly agree that training, development, and promotion mechanisms exist inside the organization, while 63.7 percent agree, 14.4 percent are neutral, and 3.4 percent disagree.

Employees receive recognition and awards for doing exceptional work, according to 18.5 percent of employees who strongly agree, 51.4 percent who agree, and 30.1 percent who are neutral, with no employees disagreeing or strongly disagreeing.

shows 24.0% of consumers strongly agree. Employees are given tools, technology, and other resources to help them offer high-quality work and service. 48.6 percent of consumers agree, 26.0 percent are neutral, 0.7 percent disagree, and 0.7 percent strongly disagree.

H2: Employee satisfaction influences employee loyalty positively.

10.3 percent of employees strongly agree that I can work for extended periods of time. 39.7 percent of employees agreed, 35.6 percent indicated they were neutral, 13.7 percent disagreed, and 0.7 percent strongly disagreed. This demonstrates that when employees are happy and satisfied, they will express their commitment by continuing to work for a long time.

19.0 percent of clients I really believe that the prices of my purchases are dependable and affordable. Customers agree in 49.0 percent of cases, disagree in 29.9 percent of cases, and strongly disagree in 1.4 percent of cases. This demonstrates that the price of a transaction influences consumer happiness and loyalty. (Anago, C. R., 2016).

4.3. Outcomes and Analysis

When doing research, the importance of data analysis cannot be overstated, since it may have a detrimental or beneficial influence depending on the technique used.

In this section, we will show the findings of an examination of a single satisfaction measure across one group, employees; specifically, we will describe disparities across both scales based on gender and, in one case, age categories.

We begin by presenting the results for both dependability measures. (Anago, C. R., 2016).

4.4. Result of Employee Satisfaction Analysis

H3: There are disparities in employee satisfaction based on gender.

T-Test Association between Variables of Interest Gender vs. Satisfaction Composite Score
Investigate Gender Differences in Employee Satisfaction:

EMPLOYEE JOB SATISFACTION

Gender	Cases
Male	56
Female	90

The overall number of gender participants in the Employee Satisfaction Survey was 146, with 56 men and 90 women. There are 146 eligible participants because none are absent. Below exhibit the tables showing the distribution of staff satisfaction by male and female consumers, respectively. In both situations, the horizontal axis indicates the number of respondents who took the Employee Satisfaction Score, while the vertical axis reflects the number of respondents who took the Employee Composite Score. For example, the response of the 56 males to the research on Satisfaction Composite Score is shown below.

This is an important aspect of data analysis. The table below displays all relevant descriptive statistics for male and female employees for each variable.

THE TABLE OF GENDER DESCRIPTIVE STATISTICS ON EMPLOYEE SATISFACTION:

	Statistic (Male)	Std. Error (Male)	Statistic (Female)	Std. Error (Female)
Mean	107.3036	1.57701	104.7000	0.99291
95% Confidence Interval for Mean				
Lower Bound	104.1432		102.7271	
Upper Bound	110.4640		106.6729	
5% Trimmed Mean	106.7817		104.1605	
Median	105.5000		103.0000	
Variance	139.270		88.729	
Std. Deviation	11.80126		9.41962	
Minimum	92.00		82.00	
Maximum	132.00		132.00	
Range	40.00		50.00	
Interquartile Range	10.75		12.25	
Skewness	0.959	0.319	0.780	0.254
Kurtosis	-0.026	0.628	0.909	0.503

The mean difference between Male and females is seen in the Table above. Also included is the Male Mean Employee Satisfaction Score of 107.3036 and the Female Mean Employee Satisfaction Score of 104.7000. As a result, there is no difference in the mean test of males and females.

THE TABLE OF TESTS FOR NORMALITY SCALE

Gender	Kolmogorov-Smirnova			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Male	0.193	56	0.000	0.869	56	0.000
Female	0.087	90	0.87	0.952	90	0.002

The results of normalcy tests are shown in the table above. The Shapiro-Wilk normality test is used to determine the presence or absence of normality in both male and female sample distributions. The null hypothesis linked with the Shapiro-test Wilk's of normality presumes that the sample under investigation is normal. Our results show considerable normalcy in both cases (W male=.869, df=56, p.000), (W female=.952, df=90, p.002). An Independent Samples t-Test was used to determine whether there is a significant difference in employee satisfaction scores between male and female participants.

THE TABLE FOR TEST OF INDEPENDENT SAMPLES (T-TEST):

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	56	107.3036	11.80126	1.57701
Female	90	104.7000	9.41962	0.99291

The table above displays the number of instances in each category, as well as the mean and standard deviation. The mean for the Gender clearly differs; the output of the table above will be used to determine the significance.

TABLE FOR INDEPENDENT SAMPLE TEST:

	Levene's Test for Equality of Variances	t-test for Equality of Means							
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference Lower Upper	95% Confidence Interval of the Difference Upper
Employee Satisfaction: Equal Variances Assumed	1.866	0.174	1.472	144	0.143	2.60357	1.76905	-.89308	6.10022
Employee Satisfaction: Equal variances not assumed			1.397	97.756	0.166	2.60357	1.86356	-1.09471	6.30185

The value of T in the table above is just the mean difference (2.60357) divided by the standard error of the difference (1.76905), yielding the value of (1.472). In this study, the P. value for Levene's Test for Equality of Variances is.174. As a result, the first will be used in this investigation since the significance of Levene's test is more than.05. Employee Satisfaction is one example. $P = .174$ with equal variances, $t = 1.472$ with 144 degrees of freedom is significant at the two-tailed level of.143. However, in order to achieve the one-tailed level, it will be divided by 2, yielding 0.072, rounded to three decimal places. (Anago, C. R., 2016).

4.5. Employee Satisfaction and Customer Satisfaction

In this part, we give the findings of a study of the difference between Customer Satisfaction and Employee Satisfaction, where 1 denotes Customer Satisfaction and 2 denotes Employee Satisfaction.

H4: There are variances in staff satisfaction levels when compared to customer satisfaction levels.

The descriptive statistics describe the difference in means between the customer and the employee. The tables below reveal that the mean customer employee score is 75.16 and the mean employee score is 105.7, indicating that there is a difference in the mean test of customers vs workers.

The Table for Customer Employee Case Processing Summary:

Customer Employee	Cases
Satisfaction 1	147
Satisfaction 2	146

THE TABLE FOR STATISTICS ON CUSTOMEREMPLOYEE SATISFACTION BY GENDER:

Customer Employee	Statistic Satisfaction 1	Std. Error Satisfaction 1	Statistic Satisfaction 2	Std. Error Satisfaction 2
Mean	75.16	0.720	105.70	0.864
95% Confidence Interval for Mean				
Lower Bound	73.74		103.99	
Upper Bound	76.59		107.41	
5% Trimmed Mean	75.18		105.11	
Median	74.00		104.00	
Variance	76.110		108.902	
Std. Deviation	8.724		10.436	
Minimum	51		82	
Maximum	105		132	
Range	54		50	
Interquartile Range	11		12	
Skewness	0.178	0.200	0.945	0.201
Kurtosis	0.409	0.397	0.641	0.399

The results of normalcy tests are shown in the table above. We use the findings of the Shapiro-Wilk normality test to determine the existence or lack of normality in both the Customer and Employee Scores. The null hypothesis linked with the Shapiro-test Wilk's of normality presumes

that the sample under investigation is normal. Our results show considerable normalcy in both situations (W Customer =.986, df=147, p.146), (W Employee =.917, df=146, p.000). It displays Statistically Significant.

THE TABLE FOR TESTS OF NORMALITY: (Test for Normality scale Lilliefors Significance Correction)

Customer Employee	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Satisfaction 1	0.077	147	0.033	0.986	147	0.146
Satisfaction 2	0.122	146	0.000	0.917	146	0.000

THE TABLE FOR INDEPENDENT SAMPLES TEST (T-TEST): (T-test Group Statistics)

Customer Employee	N	Mean	Std. Deviation	Std. Error Mean
Satisfaction 1	147	75.16	8.724	0.720
Satisfaction 2	146	105.70	10.436	0.864

The number of instances, mean, and standard deviation for each group are shown in the table above. Customer Satisfaction has a mean of 75.16, while Employee Satisfaction has a mean of 105.70.

THE TABLE FOR INDEPENDENT SAMPLES TEST

	Levene's Test for Equalit y of Variance s	t-test for Equality of Means								
		F	Sig.	T	Df	Sig. (2- tail ed)	Mean Differenc e	Std. Error Differen ce	95% Confide nce Interval of the Differen ce Lower Upper	95% Confid ence Interva l of the Differ ence Upper
Satisfaction: Equal variances Assumed	1.825	0.178	-27.180	291	0.00	-30.535	1.123	-32.746	-28.324	
Equal variances not assumed			-27.164	281.472	0.00	-30.535	1.124	-32.748	-28.323	

To determine if the two means differed substantially, an independent samples t-test was used. We find that the mean Employee Satisfaction Score (M=105.70, SD=10.436) is considerably higher

than the Customer Satisfaction Score ($M=75.16$, $SD= 8.724$), $t(291) = -27.16$, two-tailed $p.000$, indicating a difference of 30 scale points. (Anago, C. R., 2016).

CHAPTER 5: DISCUSSION

In this chapter, we will explain the relationship between human resources management practice and job satisfaction and their elements in European firms.

The findings of the research show that the HRM aim of having a pleased workforce is significantly reliant on the HRM methods used in the firms. Our findings demonstrate that employees in European company's enterprises see numerous HRM methods related to recruitment and selection, work design, performance assessment, and remuneration and reward as improving their job satisfaction. The survey findings show that, among other things, unbiased recruiting and selection procedures are HRM practices that workers respect and have a direct influence on their job satisfaction. Other researchers have reported findings that indicate the recruiting and selection process as a predictor of employee job satisfaction (Breaugh, 2008; Slavkovic et al., 2018, Anwar and Shukur, 2015).

As a result, managers must be aware that the intended degree of employee work satisfaction may be impacted by good recruiting, which should lead to higher performance through motivator techniques (Slavkovic et al., 2018). What is crucial from the manager's perspective is that the investigated workers place high importance on the fact that favoritism does not exist in their organizations. Purohit et al. (2014), who investigated the influence of HRM procedures on work satisfaction levels in the textile sector, corroborated this regularity.

As a result, managers developing and implementing HRM policies should place a strong emphasis on favoritism avoidance at all stages of human resource management, beginning with recruitment and selection, continuing through training and development, and concluding with rewarding employees in terms of both tangible and intangible benefits. What's more, from a management standpoint, the study results show that regular feedback on employee performance from supervisors is one of the important elements directly enhancing work happiness.

This finding confirms, which states that regular supervisor input on employee performance has a favorable effect on work satisfaction. It is worth emphasizing that regular feedback on employee performance is part of HRM procedures for performance assessment, which have been shown to be very influential in terms of work satisfaction. Our findings are consistent with the findings of numerous writers (Dolbier et al., 2005; Koc et al., 2014; Islam et al., 2018), who, like us, have shown a favorable association between such practice and employee work satisfaction in a variety of industries and European firms.

According to the findings of our study, work-related contacts with coworkers are also a component that contributes to an improvement in employee job satisfaction. This topic is about work design, and the results show that employees place a high emphasis on social interactions at work. Employee job satisfaction and performance are stated to be supported by connections with coworkers that include characteristics such as peer collaboration, team spirit, social support, interpersonal trust, and information exchange (Kirby and Krone, 2002, Sias, 2005). For starters,

social contacts in the workplace boost self-reported pleasant employee moods at the conclusion of the workday (Nolan and Küpers, 2009). Second, workers who are happy with their peer relationships are more likely to be loyal to the firm. Managers who promote informal encounters can thereby support the establishment of more favorable connections while also greatly influencing and improving employee happiness (Sias, 2005).

While interpreting the study's findings, it should be noted that four HRM practices related to remuneration and reward have been recognized as crucial for increasing workers' job satisfaction. Employees' salary is paid on time, financial help for employees' educational ambitions is provided, employees are treated with respect, and employees enjoy strong relationships with their coworkers.

These findings support the assertion that financial compensation (and assistance) has a favorable influence on employee work satisfaction. Our findings are consistent with the findings of other studies that have emphasized the significance of this set of HRM practices (Bilan, 2017; Basford and Offermann, 2012). Material (money) rewards have the greatest influence on employees' job happiness, according to Machtakova (2012) and Matyushenko (2015), who analyze employees' work values in the context of work motivation. What is crucial from an employer's standpoint is that among the most valued benefits arising from employee satisfaction with the reward system, the following are usually mentioned: Positive attitudes regarding work, minimal turnover, a high degree of peer collaboration, loyalty, and dedication all grow, resulting in improved employee performance (Shaw and Gupta, 2015; Beck-Krala et al., 2017).

Furthermore, our findings show that, in addition to the benefits related to remuneration and financial support provided by the employer, workers value good relationships with their coworkers and respectful treatment within an organization, which supports the Hypothesis stating that respect for an employee and his/her achievements has a positive impact on job satisfaction. This is similar to the findings of other studies, such as Edery (2017) and Ghaffari et al. (2017), who found that respect for an employee is a strong predictor of work satisfaction in the firms studied. Furthermore, Machtakova (2012) asserts that social recognition and respect play a significant influence in influencing employee work happiness. The findings of our study indicated that excellent relationships with coworkers have a direct influence on employee job satisfaction. This finding lends, which states that excellent relationships with coworkers have a beneficial influence on employee job satisfaction. Some researchers have described this phenomenon, discovering that employees in both low and high-status roles reported increased levels of motivation when interpersonal interactions with coworkers were positive (Basford and Offermann, 2012).

There is a two-way link between job satisfaction and employee performance. Thus, in order to investigate the link, two assumptions or issues must be addressed. To begin, work happiness has an influence on employee performance. Second, work happiness is influenced by employee performance. Taking into account the elements and causes that influence each variable. Organizations might benefit from investigating this key link on their own (Indermun & Bayat, 2013). As a result, the link between work happiness and employee performance has been the subject of much research. According to Robbins and Judge (2013), job satisfaction has an impact on employee productivity, absenteeism, and turnover. Job satisfaction has an impact on organizational efficiency, profitability, and competitive advantages (Baylor, 2010).

According to Indermun et al. (2013), job satisfaction has a significant impact on employee behavior. It has an impact on how workers see their job and their organization. Numerous studies have found a high association between work happiness and employee performance, as well as a significant effect of job satisfaction on performance. According to Indermun and Bayat (2013), there is a high association between work happiness and employee performance. They contend that psychological and physical incentives have a substantial influence on job satisfaction. They felt that employees should be rewarded and driven to attain job happiness, which would eventually have a large, beneficial impact on staff efficiency and effectiveness, resulting in higher overall performance (Indermun&Bayat, 2013).

Employee performance is influenced by work satisfaction, according to Javed et al. (2014). Employee productivity is determined by employee contentment, which has an impact on work performance. By analyzing the problem of employee empowerment, it is obvious that empowerment and the work environment have a major positive association with job satisfaction. As a result, when an employee is given autonomy in business decisions and a pleasant and clean working environment, his level of happiness rises. As a result, his performance will improve.

A high degree of fair promotion, a suitable pay structure, an acceptable job, and a nice working environment all contribute to high levels of employee performance. In other words, work happiness has a beneficial influence on employee performance. This research outcome was also supported by existing alternatives (Balasundaram & Brabete, 2010). According to Gupta et al. (2012) and Shmailan (2016), work happiness has a significant influence on employee performance. Employee motivation is influenced by job satisfaction, and employee motivation has an impact on productivity, and hence on the success of corporate organizations. Furthermore, Platis et al. (2015) said that a variety of factors impact employee performance, one of which is work satisfaction. According to Kappagoda (2012), one of the elements that impact the improvement of task performance and conceptual performance is work happiness.

At the same time, some new study data suggests that contentment does not always lead to improved individual performance (Aziri, 2011), particularly in voluntary work (Pugno&Depedri, 2009). However, there have been several studies that have examined the influence of work satisfaction on employee performance, and virtually all of them have concluded that there is an impact of job satisfaction on employee performance. The unusual situations will not be generalized, and there is an effect of work happiness and discontent on employee performance. The association between job happiness and job performance is not novel in the field of psychology (Pugno&Depedri, 2009). Many academics suggested that employee performance influences employee job happiness.

Folami et al. (2005) Provide a comprehensive understanding of the major factors of employee performance. Folami et al. (2005) used a job context model that divided the determinants into four categories: individual factors like employee education and experience, task characteristics like task identity and significance, economic factors like reward and opportunity cost, and organizational context like organizational structure and environmental uncertainty (Folami& Jacobs, 2005). As a result, work satisfaction and employee performance are influenced by the same elements and determinants. According to Gupta et al. (2012) and Folami et al. (2012), these elements and

influences are classified as individual, cultural, social, organizational, or environmental (2005). Making each variable a factor for the others.

Focusing on the nature of the link between job satisfaction and job performance reveals that satisfaction can have an impact on performance through productivity (Aziri, 2011), absenteeism, turnover (Robbins & Judge, 2013), or even pleasure at work (Gupta, Kaur, Gupta, Jain, & Sharma, 2012). Furthermore, performance may influence satisfaction through reward (Aziri, 2011) or by fostering a favorable work environment (Moccia, 2016).

As a result, the presence of some mediating elements located in the middle of work satisfaction and employee performance demonstrates that job satisfaction has an indirect impact on employee performance and employee performance has an indirect influence on job satisfaction.

As an outcome, the following research model emerged from the study. The link between job satisfaction and employee performance in European firms is simplified in this approach. It depicts the elements in common that impact the relationship between the two variables. Individual, cultural, societal, organizational, and environmental influences are examples of these. Furthermore, the model depicts the interaction's dual-orientation, which, as shown, composes a cycle cause and effect relationship. The dotted line connecting the two variables indicates that they both have an indirect impact on one another. So, through mediating variables, contentment leads to performance, and performance leads to satisfaction.

The based and resource of this part of my research is from the European company survey 2019 (Workplace practices unlocking employee potential).

Human resources management has a direct impact on job satisfaction in European companies, So, here are some of those effects. Job security and working time flexibility are two major elements of job quality that frequently create trade-offs between the interests of workers and the objectives of the employer. Workers like the security that a permanent contract provides, but companies may prefer to provide fixed-term contracts so that they may cut the workforce more quickly when necessary. When it comes to working time flexibility, conflicts of interest get more problematic. Workers' desire for greater flexibility in when and how long they work may conflict with companies' demand for predictability in when and how long personnel are available. Workers may want to be employed full-time or for a certain number of hours, but companies may prefer to give only part-time contracts or to have workers on call to report for work only when the workload necessitates it (as with zero-hours contracts). (European company survey 2019).

Recruitment is the process through which businesses grow their workforce or replace employees who leave. It is not simple. Specific abilities; topical knowledge; attitudinal, behavioral, and personality attributes; and educational and experience criteria must be translated into a list of requirements that may be utilized to attract and select applicants. Recruiting organizations must reach out to a pool of potential applicants who possess the necessary attributes and persuade (at least) some of them to apply. To attract people, organizations must provide an attractive package

that includes income, career potential, training opportunities, fascinating work, a pleasant work environment, accessibility (where the organization is situated and how simple it is to reach), and other advantages (childcare provision, health insurance, and so on). Furthermore, organizations must use the proper procedures, such as how and where to publicize job openings.

There is a lot that may go wrong during the choosing process. For example, it may turn out that there aren't many applicants who have the needed qualities, in which case recruiters must compare candidates' present attributes to the intended set. In certain circumstances, this results in the hiring of people who fall short of the desired profile. (European company survey 2019).

The notion of exchanges in the employment relationship was highlighted in the report's introduction, where organizations invest in their employees in exchange for reciprocal behavior on the side of those employees.

some of the forms that these interactions might take. It delves into management's expectations of employees in terms of behavior that goes above and beyond their job description, or discretionary workplace behavior, such as assisting others, working longer hours when necessary, and coming up with suggestions for improvement. It also examines the motivational levers that management uses to elicit these behaviors.

'Variable pay' is a catch-all word for several pay components that replace or augment base pay and can fluctuate in quantity. It is tied to the performance of a person or a group of workers; hence, it is sometimes referred to as 'performance-related compensation.'

It is a piece rate or 'paying by results' in its most basic form, where the outcomes are easy to observe and measure (for example, a completed transaction, the number of contracts signed, or the number of units constructed). It can also be related to individual performance after a management evaluation. Pay tied to the performance of a team, working group, or department, often known as 'group-based performance-related pay,' is a related kind.

Financial involvement is a type of performance-based remuneration that is connected to the overall profitability of the organization.

There are two major types to consider. To begin, profit-sharing plans provide employees with a portion of a company's profits, with further payouts varying from year to year. Employee share ownership programs, the second kind, provide employees with business stock as part of their salary. The distinction between these two kinds is sometimes muddled.

For a variety of reasons, management may opt to introduce variable compensation systems. Variable pay, especially when tied to group performance or the firm as a whole (profit-sharing), leads to higher wage flexibility since at least a portion of the salary cost is more directly linked to production. This connection enables businesses to respond to economic shifts more swiftly. (European company survey 2019).

Variable additional pay may also be used as an incentive: well-designed variable pay schemes can motivate workers to enhance their performance by increasing their effort and attention. They allow employees to concentrate on the desired behavior (what they can control) while protecting them from fluctuations in the business environment (what they cannot control). Workers on a piece-rate system, for example, should be allowed to produce in line with their best efforts when demand is high but should be provided a backup option salary that is not too much below their projected income when demand is low.

Individual-level incentives should not be supplied as a consequence when occupations are interconnected. If performance in Job A is dependent on what employees do in Job B, performance compensation should be determined at the team level rather than the individual level. Finally, when job outcomes and, all important parts of the work can be easily assessed, very powerful incentives may be implemented.

Variable compensation systems that are properly structured may be potent motivating tools, driving extra effort, rewarding good performance, and recruiting high-performing personnel. Financial participation plans can be used to promote employee-company relationships by instilling a sense of ownership and thereby boosting engagement. (European company survey 2019).

At the end of this part, In the EU27, establishments usually give job security to their employees, with 78 percent employing the majority of their staff (at least 80 percent) on open-ended contracts. This indicates that more than 20% of employees in 22% of firms have a fixed-term contract. Only 3% of businesses have all of their employees on a fixed-term contract.

Working time flexibility is limited in terms of part-time contracts. Most enterprises have a limited number of part-time employees: fewer than 20% of employees work part-time in 71% of firms. In just 5% of firms, the majority of employees (at least 80%) work part-time.

Those establishments with no part-time employees rank top in terms of workplace well-being, followed by those with a moderate to large proportion (20 percent or more) working part-time, and those with fewer than 20 percent working part-time.

In terms of establishment performance, establishments with no or a small share of part-time workers score nearly the same, if not better, than those with 20% or more part-time employees.

Recruitment challenges are widespread; the majority of EU27 enterprises have difficulty obtaining people with the necessary skills: 26% find it extremely tough, and 51% find it somewhat challenging. Similarly, just 25% of managers claimed that all new hires had the necessary abilities to accomplish their job to the appropriate level. (European company survey 2019).

In terms of the most important criterion for hiring new employees, 27 percent of managers prioritized personality fit with the company, 24 percent prioritized experience in a similar job, 19 percent prioritized having all the required skills, and 14 percent prioritized having all the required qualifications. The remaining 14% of managers said two or more factors were equally significant.

EU institutions are classified into three groups based on their approach to recruitment:

- Significant problem in attracting job-ready applicants (36 percent of EU27 establishments)
- With emphasis on personality and internal transfers, recruiting relatively difficult (26 percent)
- Recruiting job-ready people is a breeze (39 percent)

The establishments that score the highest on workplace well-being are those that are 'recruiting job-ready candidates with little difficulty,' followed by those that are 'focus on personality and internal transfers, recruitment somewhat challenging,' and finally those that are 'great difficulty recruiting job-ready candidates.' In terms of establishment performance, establishments with a 'focus on personality and internal transfers, recruitment somewhat challenging' type outperform those with a 'great difficulty recruiting job-ready candidates' type, followed by those with a 'recruiting job-ready candidates with little difficulty' type.

Companies want to generate discretionary behaviors from their workers that go above and beyond the activities outlined in their job description. When questioned about the most significant behaviors for a good appraisal of an employee, assisting colleagues without being asked is often viewed as the most crucial. In 93 percent of EU27 enterprises, it was assessed to be extremely or rather significant for a favorable employee rating. This is closely followed by ideas on how to enhance operations, which were found to be extremely or very significant in 90% of organizations. Significantly fewer managers preferred to remain longer when the job required it, with 73 percent stating that this behavior was extremely or very essential. (European company survey 2019).

Non-monetary incentives are used more frequently than monetary incentives by EU27 enterprises to elicit discretionary behavior and encourage and retain staff. Approximately 43% of organizations utilize monetary incentives pretty or very frequently, but the number that use non-monetary incentives fairly or very frequently is significantly higher: 67 percent do it through offering demanding and fascinating work, 63 percent express strong purpose and vision statements, and 62 percent provide chances for professional growth.

Four categories of establishments were determined by combining intended discretionary behaviors and the amount to which motivating levers are used:

- Expectations and investment in the UK are strong (29 percent of EU27 establishments).
- Expectations and investment in the UK are moderate (40 percent)
- poor investment and expectations (14 percent)
- Expectations are high, but investment is minimal (17 percent)

Workplace well-being and establishment success are strongest in establishments with 'high expectations and investment.' These are places where employees' discretionary behavior is valued highly and where, in exchange for satisfying those expectations, employees are often given incentives, particularly non-monetary incentives. In contrast, establishments of the 'low expectations and investment' kind had the lowest ratings on both, indicating that discretionary

behavior is anticipated less and motivational levers are rarely deployed. (European company survey 2019).

Variable pay is defined as any compensation that substitutes or supplements basic pay and is tied to the performance of a person or a group of workers. Variable pay tied to individual performance (as measured by managers or supervisors) is the most prevalent type of variable pay granted by EU27 institutions. This sort of remuneration is received by at least some employees in 52% of firms.

Variable overtime compensation based on the success of a team, work group, or department is less typical. It is utilized by at least some employees in 40% of businesses.

In 49 percent of firms, at least some employees are paid by outcomes (such as piece rates and commissions).

Profit-sharing plans tied to the company's or establishment's success are used for at least some employees in 39% of establishments.

Variable pay is utilized sparingly: coverage for each of the four kinds extends to 60 percent or more of employees in just 14–19% of firms.

Three categories of establishments were identified based on the extent to which these four types of variable pay are used:

- total cost of (13 percent of EU27 establishments)
- discerning (55 percent)
- there is no variable pay (32 percent)

Establishments that provide comprehensive variable pay – defined by the utilization of all four types and extensive employee coverage – perform best in terms of both establishment performance and workplace well-being.

Those that only give variable pay to a subset of their workforce outperform those who do not offer any variable pay in terms of performance, but they do worse in terms of well-being. (European company survey 2019).

CHAPTER 6: CONCLUSION

6.1. Summary

The study relied on primary data gathered and generated frequencies, percentages, and contingencies using Statistical Packages for Social Sciences (SPSS) (cross-tabulation). The information gathered from the surveys was analyzed descriptively. The descriptive analysis included percentage tabulations and the application of proper statistical analysis, while survey responses were analyzed as part of the results.

For employee satisfaction, the study's data were provided using T-test Associate tables. This study's customer satisfaction group statistics mean score on Satisfaction Composite Score on men in the Table reports the difference in the mean Satisfaction Composite Score of males against females using the output under the title "t-Test for Equality of Means." Because the Levene's test is greater than 0.05, the information in the first row is considered in this study, and the null hypothesis is not ignored. As a result, there is no statistically significant difference between the male and female Satisfaction Composite Scores.

In Group statistics, the mean Satisfaction Composite Score of females was obtained. T-test was utilized after first testing for equality using Levene's test. In the instance of Employee Satisfaction, the Levene's test is .174, with equal variances. As a result, there is no statistically significant difference between men and women in this study. In terms of the gap between employee and customer satisfaction, the findings show that there is no significant difference between the two.

The findings emphasize the significance of comprehending and controlling staff satisfaction in the context of loyalty building. This study focuses on certain key HRM strategies and the relationship between HRM and job satisfaction in European firms for establishing and controlling employee and customer loyalty by effectively paying employees for high-quality service work.

6.2. Conclusion and Recommendations

We aimed to investigate several basic HRM practices in the retail industry in Ireland, as well as their influence on service quality and the degree of satisfaction and loyalty discovered in both employees and customers at selected retail shops in the Republic of Ireland. As a good sample for European firms, in this study. Based on the survey's findings, the study indicates that HRM policies have a significant influence on both consumers and workers. Employees are the first point of contact for a client, thus they must feel valued, as customer happiness is the foundation upon which every company works and profits. Customer pleasure is created through service quality, and consumers determine quality. staff satisfaction survey evaluations must be conducted on a regular basis, and the results must be incorporated into the European company's plans and operations. Overall, the results of employee satisfaction were quite favorable, and it would be prudent to evaluate this on a frequent basis based on the findings of this study. According to the findings of the study, service quality and customer value are associated. It is clear that friendliness and professional engagement have a significant influence on customer value, as does dependability. The European firms' managers may provide significant value by implementing basic HRM practices and providing quality service, which improves the customer's value. Indeed, improving service quality will have the greatest impact on customer value.

According to the findings of this study, the European governments should improve human resource management practices such as training and development by expanding various training programs such as seminars, workshops, self-directed learning, and mentoring programs, as well as allocating resources to fund these programs and employee fees.

According to the findings of this study, employees at European firms are primarily concerned with performance assessment, followed by training and development, and remuneration, but they have mixed opinions about their job satisfaction, implying a moderate degree of job satisfaction. Furthermore, at European firms, there is a link between training and development, Also, between performance rating and remuneration and employee job satisfaction. Furthermore, the results reveal that training and development have an influence on employee work happiness, also, salary and performance appraisal had an effect on employee job satisfaction at European firms.

According to a study of the literature and prior studies, HRM practices have a high relationship with job satisfaction and organizational commitment. HRM strategies serve as a solid foundation for European firms on their path to commercial success. The importance of employees and those in charge of the sector cannot be overstated. Humans are involved in day-to-day manufacturing and help firms gain a competitive advantage. Training, remuneration, planning, selection and recruiting, employee benefits, health, and safety are just a few of the HRM activities that may have a big impact on a European company's bottom line if they are implemented correctly. When employees perceive that their companies are truly worried about them, they feel satisfied and calm, and they demonstrate their commitment by putting more effort into making their organizations more attractive.

This study's empirical findings revealed a high degree of model fit between HRM practices, organizational commitment, and job satisfaction in European firms, as well as the fact that organizational commitment partially mediates the association between HRM practice and job happiness.

According to the conclusions of this study, HR managers should understand the significance of HRM practices and engage workers by including them in decision making. Small, casual meetings should be organized to maintain strong working relationships with staff. Employees are more likely to be engaged if they are given autonomy and, in certain cases, permission to make decisions on their own. The management in the European firms should continue to reinforce the idea of one family within the workplace; doing so will build the sense of belonging to this organization and make the employees feel like they are a part of it, which will generate sentimental value for it. Furthermore, employees should always be safe in the workplace.

According to the conclusions of the study, managers should focus on providing employees with pleasant rewards and perks in European firms because they are the most prevalent effective variables on job satisfaction. Managers must also strive to create a happy work environment as much as feasible because happiness has been identified as a mutual component that positively affects satisfaction and performance. The business should expand its training and development programs in order to improve task performance and meet the diverse demands of its personnel. The significance of work performance has expanded to cover both the behavioral and result components, as well as task and contextual performance.

As a result, while evaluating performance, decision-makers must take these factors into account. Finally, frequent satisfaction and performance assessments must be used to track the level of these critical variables and determine remedial measures.

6.3. The Research's Implications

According to the findings of this study, overall HR strategy is a crucial component of service quality and staff satisfaction. Furthermore, client satisfaction is a crucial prerequisite for every business's existence and success. As a result, management must take care to provide superior service quality in order to achieve maximum customer satisfaction. HRM practices, as well as dependability and staff loyalty, have a significant impact on overall perceived service quality. As a result, managers should emphasize these techniques in order to provide higher service quality. HRM practices, as indicated in the evaluation, have a beneficial impact on workers, but perceived service quality has a substantial influence on customer satisfaction.

This study will help to build a framework for understanding the relevance of service quality, employee happiness in the continued development of research that will lead to effective growth in the European retail business. As a result, the European retail industry must carefully analyze these HRM practices and design their strategies for delivering in the market by understanding these tactics for achieving the highest degree of customer satisfaction through employee relationships with them.

Employee satisfaction is the key to attaining the highest degree of customer satisfaction since pleasure is vital to individual well-being.

According to ideas and research concerning employee satisfaction and service quality, it is apparent that simply offering a basic service is insufficient to compete with rivals. Customers like to have personal contact with a salesperson, and in most stores, customers and employees get to know each other better and know, for example, each other's names and some other personal data, since service quality affects customer value.

6.4. The Research's Limitations

there was a lot of European company in European Union and it was very difficult to choose a good sample for this study, I have used the accessible resources regarding this study.

Staff will be hesitant to engage in the process, making the researcher's job difficult. Time allotted for research, as well as the availability of time from employees eager to participate in the survey as a consequence, it is impossible to claim that the sample results of this research would totally reflect on general staff satisfaction because it was only evaluated on a limited group of participants. Again, since I have one survey, the capacity to persuade participants that it is only for educational reasons and in-depth understanding will be a restriction.

6.5. Research Topics for the Future

In addition to the suggestions in the preceding section, other independent factors such as recruiting and selection, employee involvement, labor relations, and rewarding should be examined rather than only training and development, remuneration, and performance assessment. Finally, the utilization of data gathering methods like interviews and group discussions would aid in developing a better understanding of how HRM practices impact employees' job satisfaction in European firms.

Because just one case study was conducted for this thesis, the approach has to be evaluated further to prove its applicability. Furthermore, job satisfaction is a broad topic with several intriguing areas on which to focus future research. For example, the relationships between employee work satisfaction and customer happiness may be examined further, and the approach employed in this study could be improved when it comes to evaluating changes in customer satisfaction vs changes in job satisfaction. It would also be interesting to investigate the extent of change in other relevant factors such as absenteeism and employee turnover after boosting work satisfaction.

APPENDIX

The Survey:

In this study, one survey is employed to assist the researcher in establishing the link in the research question satisfaction. The researcher has used the accessible survey.

The Survey of Employee Satisfaction

Employee satisfaction surveys are a good approach to gather input from employees on HRM practices and internal and external services.

The researcher created an employee survey to get feedback from participants on HR procedures and internal and external service.

Section 1 consists of three questions designed to elicit participants' socioeconomic profiles. This was done by the collection of basic demographic data such as age, gender, and years of employment.

1. Gender (Male and Female)

2. Age 15-25 26-35 36-50 50 and above

3. How long have you worked for your present employer?

6 months or less

six to twelve months

between 1 and 3 years

more than three years

Human Resource Management Practices, Section 2.

The following questions assess your perceptions of your job and workplace, as well as the notion of how essential personnel are in service delivery. It is vital to investigate if participants are receiving the appropriate training and experiences to carry out their responsibilities.

Please mark your level of agreement or disagreement with each of the following statements, ranging from strongly disagree to strongly agree.

Disagree vehemently Disagree Neutral Acceptance Completely agree

1. My work and tasks provide possibilities for me to learn new things.
2. I am aware of how my performance on my job assignments is rated by my bosses.
3. When asked to conduct things outside of my customary responsibilities, I gladly accept.
4. The organization has mechanisms in place for training, development, and promotion.
5. In my job, appraisal and reward are parts of performance management.
6. Teamwork, autonomy, and job design are used to manage the employment relationship.

Human Resource Management Practices, Section 3.

To investigate the significance of training in service delivery. It is vital to investigate if staff are receiving appropriate training to carry out their responsibilities.

Training

1. Managers inquired about our thoughts on training activities.
2. Learning assisted in overcoming work problems.
3. The training was hands-on.
4. Adequate training was provided.

Section 4: Customer Satisfaction and Service Climate

to look at the factors needed to adopt best practices in customer service

1. Employees at the store are knowledgeable about their jobs and have the ability to provide high-quality work and service.

2 Employees are recognized and rewarded for delivering exceptional work and service.

3 The organization's overall level of service to clients is good.

3. Employees are given tools, technology, and other resources to help them provide great work and service to consumers.

Section 5 Dedication; 1. I find the job I undertake to be meaningful and purposeful.

2. I am excited about my job.

3. My job motivates me.

4. I am proud of my work.

5. My job is difficult for me.

Section 6: Engagement zeal and loyalty

1. I have a lot of energy at work.

2. I feel powerful and vigorous at work.

3. I feel like going to work when I get up in the morning.

4. I am able to work for extended amounts of time.

5. In my line of work, I am psychologically tough.

6. Even when things aren't going well at work, I always persevere.

Section 7: Technology; To determine if technology will be a necessary component in the delivery of services.

1. Is there technology in your workplace?

2. Is technology relevant to your job?

3. Technologies are simple to use and beneficial.

4. Technical manuals and materials are provided.

5. Technology is readily available.

6. External technical assistance is offered.

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