Effective HRM Practices as Enabler to Employee Job Satisfaction

[1]**Jekelle Helen Elena & [2]Olaolu Emmanuel Oladele**
[1&2]*Faculty of Management and Social Sciences,*
Baze University, Abuja, Nigeria

Abstract

Without employees, organizations do not exist. To achieve the desired goals, organizations use all available resources, including human, physical, and financial resources. Every firm requires outstanding abilities and consistent efforts from its employees in order to achieve and retain success. The purpose of this research was to look into the link between human resource management practices and job satisfaction. The research model primarily included recruitment and selection, training and development, and performance appraisal practices. The resource-based view theory served as the overarching theory for this research. A random sampling methodology was used to choose 230 workers of National Lottery Regulatory Commission from a population of 1600. However, for the final analysis, 203 sets of questionnaires were validly recovered from the disseminated sets of questionnaires. Correlation and multiple regression analysis were used to examine the survey responses. To evaluate the proposed model, the researchers used multiple regression analysis. According to the findings of this study, the three HRM strategies evaluated have a positive significant association with job satisfaction. In terms of overall model contribution, the HRM practices under study explained 55.4 percent. The most important component in an individual's contribution to the model is training and development. In the same vein, recruitment and selection as well as performance appraisal were found to be significantly related to job satisfaction as well. As a result, the agency under study is encouraged to offer adequate training to their workers. Also, a recruitment and selection procedure should be unbiased and strictly merit-based.

Keywords: *HRM, Job Satisfaction, Performance Appraisal, Recruitment and Selection, Training and Development.*

Corresponding Author: **Jekelle Helen Elena**

Background to the Study

In the organizational space, workers are the most important stakeholders in the organization's human and social capital formation and growth, as well as a useful source of knowledge and support for the formulation and implementation of long-term human resource management strategies (HRM). People management has long been seen as one of the most important components of an organization. The reason being that an organization's growth and development is dependent on its people's efficiency and productivity. An organization's human capital should be used effectively and efficiently in order to gain a competitive edge (Price, 2004). Any organization's human resource (HR) policies play a critical role in generating competitive advantage through its human capital, which is unique and difficult to copy by competitors (Balgovind, 2007; Jena and Pradhan, 2014). Some of the most critical predictors of an organization's growth are sound HR policies and procedures (Hallberg and Schaufeli, 2006; Paul and Anantharaman, 2003). HRM practices are seen to be a way to boost employee satisfaction with their jobs (Mira, Choong, and Thim, 2019). Human Resource Management refers to activities such as recruitment, job-design, training and development, performance reward and appraisal, guidance and coaching, motivating employees and providing a context of strategies, policies, procedures and practices for handling the matters of all members of the organization (Du Plessis, Douangphichit, and Dodd 2015). HRM, on the other hand, is defined in a variety of ways.

Human Resource practices are defined as a collection of internally consistent and coherent HR practices aimed at improving employee competence, motivation, and commitment (Elrehail, Harazneh, Abuhjeeleh, Alzghoul, Alnajdawi, and Ibrahim, 2019). As a result, these techniques are already geared toward achieving greater business results and gaining a competitive advantage.

The importance of managing human capital is a critical national agenda because a country's growth is largely dependent on the capability, motivation, and deployment of its people (Akinbode, 2011; Ayanda and Sani, 2011).

Employee satisfaction, according to Locke (1969), is "the pleasurable emotional state arising from an assessment of one's job as attaining or aiding the fulfillment of one's job values". Recently, Devananda and Onahring, (2019) describe job satisfaction as an individual's affective alignment toward the current job positions that he or she is occupying, and it is associated with that individual's conduct at work. Numerous works of research overlook the importance of workers in gaining a competitive edge (Pfeffer, 1994; Rose, Abdullah, and Ismad 2010; Campbell, Coff, and Kryscynski 2012; Pan, 2015).

In organizations, job satisfaction is a prerequisite for employee performance. It is critical for both employees and employers in the workplace. It offers them a sense of mental, physical, financial, technological, and human security as a result of their job satisfaction. It aids the employee's future retention in the organization. It is claimed that low job satisfaction leads to significant staff turnover, which causes a slew of issues for the company. Employee work satisfaction is necessary and critical because it costs a company a lot of time and money to train and develop talented people in the first place. Any firm can benefit greatly from employee

commitment and satisfaction (Walk, 2012). Employee satisfaction can fluctuate over time and from one firm to the next, according to Cao and Chen (2016). Furthermore, the greater the level of employee satisfaction, the greater the financial benefits to the company (Chi and Gursoy, 2009). As a result, job satisfaction is critical, as people are the company's most important asset.

According to some studies, HRM practices lead to employee satisfaction and engagement; if these factors are embedded in organizational policies, they can help an organization achieve competitive advantage and maintain a high level of organizational performance (Abubakar, Namin, Harazneh, Arasli, and Tunç, 2017; Abubakar, Elrehail, Alatailat, and Elçi, 2017; Albrecht, Bakker, Gruman, Macey, and Saks 2015; Parvin and Karbin, 2011).

Previous studies have shown that happy workers are more productive workers (Pradhan, Dash, and Jena, 2019). As a result, happy and satisfied employees play a critical role in accomplishing organizational goals. Consequently, in this dynamic, ever-changing business market, public sector establishments should place a premium on keeping employees who are critical to the organization's success happy. Therefore, greater attention should be made to determining the factors that cause employees to be content at work and to be more productive.

Statement of the Problem
The roles related to HRM are critical to the achievement of organizational effectiveness as well as employee expectations in all other functions of the organization. In Nigeria, public sector organizations face challenges that often prevent them from achieving their objectives. Any public-sector organization's cost-effectiveness is heavily reliant on the performance of its employees in order to achieve success. The biggest problem that human resource management faces, however, is managing and motivating personnel through extrinsic rewards. Because human behaviour varies, some workers may require training, mentorship, and coaching before they can put in a great performance for the organization. Others, on the other hand, may be driven primarily by monetary rewards. The issue of finding an appropriate blend of various HRM techniques represents a danger to organizational effectiveness. The study will therefore consider the contribution of some ideal selected HRM practices at the National Lottery Regulatory Commission.

Furthermore, despite the fact that HRM practices have been studied in relation to various organizational outcomes such as employee job satisfaction, employee performance, and employee organizational commitment (Rahman, Uddin, and Miah 2013; Nadarajah, Kadiresan, Kumar, Kamil, and Yusoff, 2012; Choi and Lee, 2013), there has been little research on the relationship between HRM and employee job satisfaction in the context of Nigeria Lottery Regulatory Commission.

Objectives of the Study
   i.   To assess the relationship between recruitment and selection and job satisfaction
   ii. To determine the relationship between training and development and job satisfaction.
   iii. To examine the relationship between performance appraisal and job satisfaction

Theoretical Consideration and Hypotheses Development
Theoretical Framework
This study was underpinned by Resource-Based View as the overarching theory of the study.

Resource Based View
The resource-based view (RBV) asserts that an organization's range of resources, particularly human resources, is what gives it its unique character and gives it a competitive advantage (Hamel and Prahalad, 1989). The resource-based view, as pioneered by Penrose (1959) and expounded by Wernerfelt (1984), provides a "durable foundation for strategy" (Grant, 1991) and "builds on and provides a unifying framework for the field of strategic human resource management" (Kamoche, 1996).

RBV centres on organizational competencies and the roles of HRM on the development of these capabilities. According to the RBV, rare, valuable, inimitable, and non-substitutable resources can provide sustainable competitive advantages for the organizations (Barney 1991). HRM practices or polices that meet these standards can offer sustainable competitive advantages and improve organizational performance (Lado and Wilson 1994; Wright, McMahan and McWilliams 1994). This can be illustrated, when a firm selects exceptionally qualified workers and trains them in a way different from its counterparts, it confirms its HR is unique. These categories of activities, consistent with the firm strategy, can ensure the inimitability of the firm's HR.

Georgiadis and Pitelis (2012), and Sharma and Gursoy (2018) contend that while human capital and certain HR practices may epitomize valuable, rare, inimitable and non-substitutable resources, the organization must align them in such a way that the resource's full potential can be realized. Human Resource Management's job is to figure out which personnel are SCA-contributing resources and how to manage them appropriately.

Empirical Review
1. Recruitment and Selection and Job Satisfaction
Slavkovic, Pavlovic, and Simic (2018), conducted research to determine the impact of practice in conducting employee recruitment activities on employee satisfaction, as well as the impact of the employer brand as a mediator on the identified relationship between employee recruitment and satisfaction in Serbia. The study employed a survey method in the form of a questionnaire with 25 statements, 5 of which are related to staff recruitment, 10 of which are related to the employer brand. The results of the conducted empirical research study have proven the existence of a statistically significant positive influence of employee recruitment on satisfaction. Also, in their study of 4 pharmaceutical companies in Bangladesh, Rahman, Akhter, Chowdhury, Islam, and Haque (2013), found that employees are satisfied with the recruitment and selection policy.

Furthermore, Ijigu (2015), conducted research on the impact of HRM practices on employee satisfaction in Ethiopian state banks. The study's research approach is a co-relational research design, with the goal of describing or determining whether there are significant connections between specified HRM practices and employee job satisfaction. According to the study's

findings, HRM activities such as recruiting and selection, training and development, performance appraisal, and remuneration package is positively associated with employee job satisfaction. Additionally, on individual contribution in terms of strength and direction, the study result has inferred that recruitment and selection is found to have moderate and positive correlation with employees' job satisfaction.

On the basis of the above discussions, this section hypothesizes the following:

H1: There is a significant relationship between recruitment and selection and job satisfaction.

Training and Development and Job Satisfaction

Chan (2013), investigated the link between HR practices and employee job satisfaction in the Malaysian hotel business. Training and development, performance appraisal, salary, benefits, and safety and health are among the HR practices studied. A survey was sent out to 450 hotel employees in Penang, Kuala Lumpur, and Johor. Statistical analysis was used to present the responses. According to the findings, training and development has the greatest impact on job satisfaction. Compensation, safety and health, performance appraisal, and benefits all contributed to job satisfaction in that order (Chan, 2013).

Also, in the context of Nigeria, Oyeniyi, Afolabi, and Olayanju (2014) conducted research on the impact of HRM practices on job satisfaction among Nigerian bank employees. Compensation, supervisory role practice, promotion practice, training practice, and performance appraisal were all used in the study. Compensation practices, promotion practices, training practices, and performance appraisal practices all have a favourable effect on job satisfaction among Nigerian bank employees, according to the findings.

Furthermore, numerous studies (Mir Mohammed, Mohammad, Nimalathasan, and Sadia 2010; Ijigu, 2015; Thangamuthu, 2013; Javed, Ahmed, and Khan 2012) found that training and development have a significant positive impact on employees satisfaction. In addition, in a study of four pharmaceutical firms in Bangladesh, Rahman, Akhtera, Chowdhury, Islam, and Haque (2013) discovered that employees are satisfied with training and development policies. Employee job satisfaction is significantly improved through training and development (Garcia 2005). Furthermore, Thang and Buyens (2008) assumed that staff training and development leads to superior knowledge, skills, abilities, attitudes, and behavior, which in turn improves the organization's financial and non-financial performance.

Moreover, Ijigu (2015), conducted research on the impact of HRM practices on employee satisfaction in Ethiopian public banks. The study's research method is a correlational research methodology, with the goal of determining whether there are any significant connections between selected HRM practices and employee job satisfaction. Employee work satisfaction is favourably associated to training and development, according to the study's findings. In terms of strength and direction, the study found that training and development had a strong and positive relationship with job satisfaction among employees.

Based on the above discussions, the following hypothesis is formulated:

H2: There is a significant association between training and development and job satisfaction.

Performance Appraisal and Job Satisfaction

One of the benefits of PA is that, the offered feedback and communication may convey to employees that their supervisors and the company value them, making them feel more a part of the organization. Employee participation, feedback, and goal clarity have been shown to be positively related to job satisfaction, which is a predictor of productivity and performance. The occurrence of an individual being covered by a PA system is also of economic significance (Nathan, Mohrman and Milliman 1991; Fletcher and Williams, 1996; Judge, Bono, Thoresen, and Patton 2001; Patterson, Warr, and West 2004; Whitman, Van Rooy, and Viswesvaran 2010).

Furthermore, satisfaction toward the appraisal was the most measured response, according to Dusterhoff, Cunningham and MacGregor (2014). They distinguish between two types of satisfaction: one related to the appraisal session and the other to the appraisal system and how it is seen to be used. The PA is viewed as an important component of a strategic management strategy, since it provides a tool for connecting employee abilities and behaviours to the organization's strategic goals. Employees must, however, have a positive perception of the program and be content with its general use in order to play this strategic function (Dusterhoff, Cunningham and MacGregor, 2014).

Furthermore, Karim, Islam, and Mahmud (2014), did a study in Janata Bank Limited to investigate job satisfaction of employees in the banking sector. To acquire primary data, a survey and interview session with bank personnel were undertaken. Job preference, coworker cooperation, working environment, working facilities, salary satisfaction, increment satisfaction, welfare practices, other facilities, performance appraisal system, boss behaviour, career development system, and promotion system are the independent variables, while the dependent variable is employee job satisfaction. The responses were analyzed and using inferential analysis, the study's findings showed that on average the employees are satisfied with their jobs (Karim, et al 2014).

Likewise, a study conducted by Ijigu (2015), on the effect of HRM practices on employee satisfaction in Ethiopian public banks. The aim was to describe or ascertain if there are significant associations between selected HRM practices and employees' job satisfaction. The findings of the study revealed that performance appraisal is positively related to employee job satisfaction. On individual contribution in terms of strength and direction, the study result showed that performance appraisal is strongly and positive correlated with employees' job satisfaction.

Therefore, the above contributions lead to the following hypothesis:

H3: There is a significant relationship between performance appraisal and job satisfaction.

Methodology

The study was conducted at the National Lottery Regulatory Commission in Abuja, Nigeria. Therefore, a sample size of 320 was drawn from the population of 1600 of the government agency using Taro Yamane (1967) formula. A questionnaire survey was used to collect data from their workplace. Respondents were informed that their responses would be kept private. Data were obtained from respondents through a structured questionnaire utilizing Likert's five-point scale, which ranges from 1 to 5, with 1 indicating strongly disagree and 5 indicating strongly agree.

In terms of analysis, the data were analyzed descriptively using frequency and percentages as well as inferentially using correlation analysis, regression, and ANOVA. The link between factor variables and response variables was investigated using regression. The magnitude and direction of the factor variables on the response variables in the research area were determined using correlation analysis. The statistical tool of correlation analysis can be used to determine the degree of relationship between two variables (Hall, and Lavrakas 2008). The link between the dependent and independent variables is determined in this study. The correlation values ranged from 0 to (+/-) 1.0, with a value of 0 indicating that the dependent and independent variables have no association. A correlation of (+/-) 1.0, on the other hand, indicates that there is a perfect positive or negative link (Cooper and Schindler, 2011). When $r = 0.1$ to 0.29, the association is weak; when $r = 0.3$ to 0.49, the association is medium; when $r = 0.5$ to 0.74, the association is strong; and when $r = 0.75$ and above, the association is very strong.

The significance of the study's hypothesis was tested using ANOVA, which was used to determine the significance of HRM and employee job satisfaction in the study area. Cronbach's alpha coefficient was utilized to determine the internal consistency of the scale employed in this study for response variables. This showed that the scale utilized for this research is reliable for use in other studies. An alpha level of 0.05 was chosen a priori as the level of significance which is 95% confidence level.

Model Specification

Data analysis was conducted with the help of SPSS (Version 22). Job satisfaction (Y) was regressed against three (3) explanatory variables namely; Recruitment and selection (X1), Training and Development (X2), and Performance appraisal (X3), as presented in the regression equation.

In the equation, $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + €$
Where Y is the dependent variable (Job_Sat)
β_0 = Constant or coefficient of intercept
β_1 = Coefficient of Recrt_Sel
β_2 = Coefficient of Trainin_Dev
β_3 = Coefficient of Perf_App
X_1 = Recrt_Sel
X_2 = Trainin_Dev
X_3 = Perf_App
$€$ = Error term

This model was estimated using least squares regression technique. The model was tested at 95% level of significance ($p < 0.05$). The correlation analysis was used to measure degree of association between recruitment and selection, training and development, and performance appraisal and job satisfaction. The coefficient of determination (R^2) was used to interpret the goodness of fit of the regression model.

Results and Discussion
Response Rate
Only 203 of the 320 questionnaires provided in the study were returned after being completely filled out. As shown in Table 1, 203 questionnaires were returned, translating to a response rate of 63.4 percent. A response rate of 50 percent and above is adequate for analysis and reporting, a response rate of 60 percent and above is sufficient, and a response rate of 70 percent and above is good, according to Mugenda and Mugenda (2012). As a result, a 63.4 percent response rate was deemed satisfactory and was used for further analysis and reporting.

Table 1: Response Ratekll

Questionnaire	Numbers	Percentage
Correctly filled	203	63.4
Not returned	117	36.6
Total	**320**	**100.0**

Reliability Analysis
The term "reliability" refers to a measure's capacity to yield consistent results even after multiple administrations (Kothari, 2014). Similar elements are added to a measure to boost reliability, as well as conducting the test with a diverse sample and utilizing similar test techniques. Cronbach's alpha, which assesses internal consistency, was used to determine the questionnaire's reliability, and it was calculated using SPSS. Cronbach's Alpha value of 0.6-0.7 is a widely acknowledged guideline for satisfactory reliability, whereas 0.8 or higher indicates good reliability.

Cronbach's Alpha of 0.70 was deemed satisfactory in this study. The combined variables had an alpha value of 0.715, according to the results in Table 2. The results reveal that all of the variables had alpha values larger than 0.7, implying that they were reliable. This demonstrates that all of the questions passed the reliability test ($\alpha > 0.70$).

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.715	4

Correlations
The correlation analysis measured the correlation between job satisfaction and each one of the HRM proxies one by one by using Pearson's correlation analysis. Hair, Black, Babin and Anderson (2018) declare that a correlation coefficient is a coefficient that shows the strength of

association between any two metric variables and the value ranges from +1 to -1, where +1 indicates a perfect positive relationship, 0 indicates no relationship and -1 indicates a negative relationship or reverse relationship (as one variable grows larger, the other variable grows smaller. The goal of the correlation analysis was to determine how the dependent variable Job_Sat was related to the independent variables (Perf_App, Recrrt_Sel and Trainin_Dev). Cohen (1988) states in the guidelines that, if r lies between .10 - .29 then there is a low effect (low correlation); r lies between .30 -.49 has a medium effect (moderate correlation) and lies between .50 − .99 has a large effect (strong correlation). Therefore, Recrrt_Sel; Trainin_Dev and Perf_App have large effect, large effect and medium effect respectively. This means that the relationship between the independent variables and dependent variable as measured through Pearson's correlation coefficient as shown in Table 3 have Recrt_Sel to Job_Sat = .601; Trainin_Dev to Job_Sat = .540; and Perf_App to Job_Sat = .433. Table 3 presents the resulting correlation coefficients.

Table 3: Correlations

		Job_Sat	Recrt_Sel	Trainin_Dev	Perf_App
Pearson Correlation	Job_Sat	1.000	.601	.540	.433
	Recrt_Sel	.601	1.000	.282	.377
	Trainin_Dev	.540	.282	1.000	.137
	Perf_App	.433	.377	.137	1.000
Sig. (1-tailed)	Job_Sat	.	.000	.000	.000
	Recrt_Sel	.000	.	.000	.000
	Trainin_Dev	.000	.000	.	.025
	Perf_App	.000	.000	.025	.
N	Job_Sat	203	203	203	203
	Recrt_Sel	203	203	203	203
	Trainin_Dev	203	203	203	203
	Perf_App	203	203	203	203

Multiple Regression Analysis
The study findings showed that the independent variables explained a significant proportion of variance in Job_Sat among the employees of National Lottery Regulatory Commission, where R^2 = .554 shows how well the independent variables explain the dependent variable. This implies that 55.4% of the changes in Job_Sat among the respondents can be explained by the independent variables of Recrrt_Sel, Trainin_Dev, and Perf_App respectively. The findings are hereby presented in Table 4.

Table 4: Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.744[a]	.554	.547	2.004	1.544

a. Predictors: (Constant), Perf_App, Trainin_Dev, Recrt_Sel
b. Dependent Variable: Job_Sat

In order to examine the significance of the overall regression model, the researchers utilized one-way Analysis of Variance (ANOVA). According to Green and Salkind (2005), one-way ANOVA assists in determining the significant link between the research variables. Table 5 shows that the high value of F (82.362) combined with a significant level of p-value 0.00 (less than 5% level of significance) is sufficient to establish that all independent factors have a significant impact on job satisfaction at the National Lottery Regulatory Commission, Abuja, Nigeria. This indicates that the model is well-fitting, and the variables can be used in subsequent analysis to identify the level of effect of each variable. Further, the results imply that any of the three independent variables can explain the model. Thus, the conclusion would be that the model was significant in explaining the relationship. Based on the significance of the F-statistic, the null hypothesis was rejected.

Table 5: ANOVA[a](Model Significance)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	992.121	3	330.707	82.362	.000[b]
	Residual	799.042	199	4.015		
	Total	1791.163	202			

a. Dependent Variable: Job_Sat
b. Predictors: (Constant), Perf_App, Trainin_Dev, Recrt_Sel

Multiple linear regression was conducted so as to determine the magnitude and direction of the relationship between independent variables and dependent variable. The study findings as presented in Table 6 revealed that (Recrrt_Sel and Trainin_Dev and Perf_App) significantly predicted Job_Sat among the respondents.

Recrrt_Sel positively predicted Job_Sat, with standardized Beta = .404, (p = 0.000). These results suggest that Job_Sat is dependent on Recrrt_Sel which increased significantly by 40.4 percent.

Similarly, the coefficients results showed that Trainin_Dev significantly and positively predicted Job Satisfaction, with standardized Beta = .395, (p = 0.000). These results suggest that Job_Sat is dependent on Trainin_Dev which increased significantly by 39.5 percent. Likewise, the coefficients results indicated that Perf_App positively predicted Job_Sat, with standardized Beta = .226, (p = 0.000). These results suggest that Job_Sat is dependent on Perf_App which increased significantly by 22.6 percent.

Table 6: Model Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
		B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1	(Constant)	3.012	1.335		2.256	.025		
	Recrt_Sel	.315	.041	.404	7.655	.000	.804	1.244
	Trainin_Dev	.385	.048	.395	7.995	.000	.920	1.087
	Perf_App	.190	.043	.226	4.426	.000	.857	1.167

a. Dependent Variable: Job_Sat

Model Specification

$Y = \beta 0 + \beta 1 X1 + \beta 2 X2 + \beta 3 X3 + €$

Job_Sat $= \beta 0 + \beta 1$ Recrt_Sel $+ \beta 2$ Trainin_Dev $+ \beta 3$ Perf_App

Job_Sat = 3.012 + .315 Recrt_Sel + .385 Trainin_Dev + .190 Perf_App

Discussion on Findings

The outcomes of hypothesis one is consistent with majority of past research findings. This may be confirmed by looking at the results statistics. The recruitment and selection coefficient (.315) is statistically significant and which is different from zero. The reason for this is that the p – value is 0.000, which is less than the .05 significance level. The extant study has found similar results with prior works of research such as Slavkovic, Pavlovic, and Simic (2018), as well as Rahman, Akhter, Chowdhury, Islam, and Haque (2013). The recruitment and selection process is what determines which candidates will receive job offers. This approach aims to improve employee fit with the organization, teams, and work requirements, and thus create a better working environment (Tzafrir, 2006). A sophisticated recruitment and selection method can ensure a better match between an individual's skills and the needs of the organization (Fernandez, 1992). Hunter and Schmidt (1982) established that employment stability may be achieved through a talent-based selection procedure. In a study of Greek manufacturing enterprises, Katou and Budhwar (2007) discovered that recruitment and selection were positively associated to all organizational performance indicators such as effectiveness, efficiency, innovation, and quality.

Also, the results of hypothesis two are consistent with previous research findings. This can be proven by looking at the statistics of the findings. The 'training and development' coefficient (.385) is statistically significant and different from zero. The reason for this is that its p – value is 0.000, which is below the 5% significance level threshold. The findings are in harmony with those of Ijigu (2015) and Thangamuthu (2013), as well as Javed, Ahmed, and Khan (2012). The most prevalent HR practice is considered as "training and development" (Tzafrir, 2006). 'Training and development' refers to any effort to improve current of future employees' skills, abilities, and knowledge (Aswathappa, 2008). 'Training and development' has a significant positive impact on employees' job satisfaction (Garcia, 2005). Training and development, according to Thang and Buyens (2008), leads to greater knowledge, skills, abilities, attitudes, and conduct among employees, all of which have a favourable impact on performance. Furthermore, according to Nassazi (2013), training is vital in growing intellectual capacity by increasing employee competencies. Training and development, according to Kennedy (2009),

guarantees that qualified people are available to fill available positions at all levels of the organization. Training and development, according to the authors, helps organizations adapt to changing environmental conditions by enhancing staff efficiency and job satisfaction. Most of the empirical findings are convinced that when training is effectively carried out, it enhances job satisfaction among human resources of the respective organization.

The findings of hypothesis three are consistent with commonly believed conclusions from previous studies. This may be confirmed by looking at the results statistics. The performance appraisal coefficient (.190) is statistically significant and not zero. The reason for this is that its p – value is 0.000, which is below than the 5% significance level. The findings are consistent with those of Karim, Islam, and Mahmud (2014), as well as Abdelhadi, Jamal, and André (2015). A performance appraisal is a systematic method for evaluating an employee's performance over a period of time.

Other HR processes such as recruiting and selection, training and development, compensation, and employee relations are all influenced by performance appraisal. Better performance appraisal is seen to have an impact on employee work satisfaction because it leads to salary raises, promotions, and training. Receiving formal performance appraisals has a favourable and very significant effect on job satisfaction, according to our findings. This effect is much larger when performance appraisal has monetary ramifications.

Previous findings on the favourable relationship between performance-related compensation and overall job satisfaction (Heywood and Wei, 2006; Green and Heywood, 20) corroborate these findings. They indicate that job satisfaction is a direct result of performance appraisals. Appraisals of monetary outcomes appear to be driven by the positive effect. In addition, by examining survey items on job-related recognition, we discover evidence that an appraisal culture can lead to positive employee recognition, which can improve job satisfaction. It is probable that this is one of the reasons for the earlier estimations results.

Conclusion and Recommendations
Based on the findings from a correlation and regression analysis, it was discovered that all of the predictor variables of HRM practices covered in this study are positively and significantly associated with employee job satisfaction, and also explained about 55.4 percent of employee job satisfaction. It is also been discovered that 'training and development' has the strongest link and influence on employee job satisfaction.

Individually, the three explanatory variables contributed significantly to the prediction of employee job satisfaction. HRM programmes, activities, policies, and practices can be described as a means of managing people in the organization to gain a competitive edge. As a result, public sector management and personnel can adapt, embrace, and implement its techniques as part of their regular job.

According to the outcomes of the study, suitable and career-growth focused training and development opportunities should be provided to employees in order to guarantee their job satisfaction and thus enhance their commitment. Also, the recruitment and selection procedure should be unbiased and strictly merit-based.

The recommendation for future research should be based on any of the study's limitations. Because the coefficient of determination (R-Square) could only explain 55.4 percent of the overall variance in employee job satisfaction, the remaining 44.6% of the variance for employee job satisfaction could be explained by other variables such as job design, work environment and job security, among others. As a result, future research should focus on the elements indicated above that could improve employee job satisfaction at the National Lottery Regulatory Commission.

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