

High-Performance Work Systems, Perceived Organizational Support and Employee Job Satisfaction of Food Manufacturing Firms in Port Harcourt

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This study scrutinized the moderating effect of perceived organizational support on the nexus between high performance work systems and employee job satisfaction of food manufacturing firms in Port Harcourt, Rivers State. Cross-sectional survey design was adopted using an accessible population of 7,790 employees of sixteen (16) food manufacturing firms in Port Harcourt. A sample size of 367 was drawn using the Krejcie and Morgan's table of sample size determination. To enhance the study's generalizability and non-response bias, a mark-up of 1% of the population was made and giving a sample size of 445 which was proportionately allocated and distributed using the simple random sampling technique. Data were analyzed using Perason's product moment correlation technique and multiple regression analysis. The hypotheses were tested using probability value (p-value) of 0.05 level of significance. All these were aided by Statistical Package for Social Sciences (SPSS) version 23. The findings show that POS alongside HPWS predict job satisfaction to a large extent. Thus, the study concluded that HPWS is strategic to employee job satisfaction in food manufacturing companies in Port Harcourt, Rivers State. The study consequently endorses that managers and owners of organisations desiring to incite positive attitudes should endeavour to create a benign atmosphere to produce an environment that allows for a high degree of initiative and nurtures healthy interactions among peers, supervisors and subordinates. This ultimately will produce happier workers.

Background to the Study

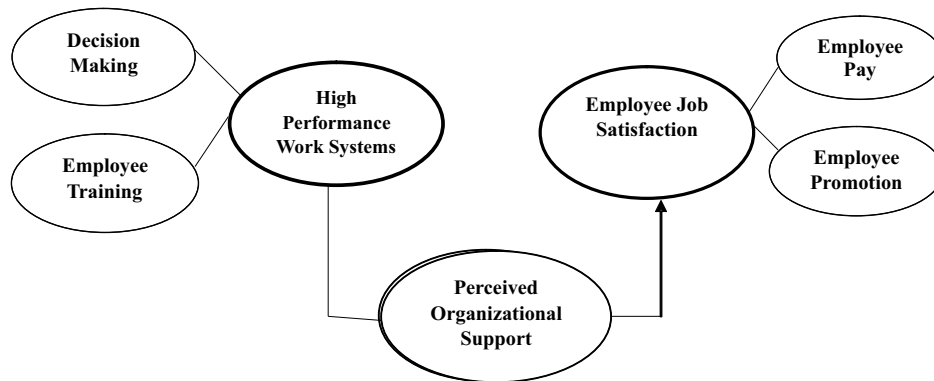
Job satisfaction as one of the workplace attitudes that plays a pivotal role in shaping the work behaviours of employees, managers and organisations at large (Yusuf and Metiboba, 2012); and it is also an imperative tool and foundation for organizational growth (Newstrom and Davis, 2001). Essentially, employee satisfaction will lead to more employee commitment because they feel valued and motivated to utilize their skills and competencies by accepting accountability for their work. More so, worker participation is a vital aspect in the journey to staff satisfaction and also in improving organization effectiveness as it is a system that encourages the employee to use their experience and expertise and giving suggestion and information relating to the problems of their work area (McShane and Glinow, 2015). This is supported by Huang et al (2017) who found that employees with high feelings of satisfaction will be highly involved in organizational activities because they share ideas, experience and belief.

High Performance Work Systems (HPWS) especially in today's business environment becomes highly important as a source of competitive advantage when it comes to the satisfaction of workers. Studies have shown that HPWS enhances the satisfaction and performance of the employee. HPWS is a system implemented in an organization for the enhancement of employees' performance as well as their output (Bashir et al., 2012). HPWS have been defined as 'a group of separate but interconnected human resource practices designed to enhance employees' skills and effort' (Takeuchi et al, 2007). Stressing the importance of job satisfaction, Sahoo and Das (2011) established that it does not only impact positively on motivation and employees' performance but also reduces conflict between employees and supervisors because satisfaction is usually associated with higher trust in administration. Thus, it allows employees as well as managers to focus on joining efforts to generate specific goals and anticipations that will lead to a HPWS. The basic aim of HPWS, according to Yalabik et al (2008) is to allow workers exercise decision making privileges. By so doing, it leads to innovativeness, flexibility and skill-sharing; thereby enabling them to develop HPWS in the organization and ensuring unceasing upgrading in its way of life. In a study aimed at understanding how HPWS impact the psychological efficaciousness of employees as well as worker outcomes such as job satisfaction of front line employees of hospitality firms in Taiwan, Chen, et al (2016) instituted that HPWS aid workers in developing higher levels of psychological efficaciousness that engenders better job satisfaction as well as job performance. Again, Chang et al (2018) revealed that in Chinese manufacturing firms, events at the workplace based on HPWS impact workers' emotional state and the level of their satisfaction with the job. Similarly, Manu (2017) explored the link amidst HPWS and individual level Job satisfaction of professionals working in IT sector in India and concluded that it is imperative for firms to implement HPWS to improve job satisfaction and enhance employee retention considering the current market practice where firms are faced with fierce competition for productive employees from their rivals in form of workforce poaching. Despite these studies on the subject matter, and to the best knowledge of the researchers, no study was found to have explored the correlation between HPWS and employee job satisfaction of food manufacturing firms in Port Harcourt. This has created a hiatus in knowledge and forms the motivation for this study which seeks to investigate

the relationship between HPWS and employee job satisfaction of food manufacturing firms in Port Harcourt, Rivers State; as well as the moderating effect of perceived organizational support on the relationship.

Employee job satisfaction (EJS) has been known as one of the key determinants of competitiveness without which no organization thrives because it contributes extensively to the realization of organizational targets, inspires positive attitudes such as engagement, enthusiasm and commitment in the employees (Shaufeli and Bakker, 2004) and satisfied employees are better placed to feel motivated (Vallbona and Mascarilla-Miro, 2018). On the contrary, dissatisfied employees exert less effort, and impacts on turnover, absenteeism, job stress, sick leave, burnout, unproductivity, and poor commitment; leading to declining performance and gross ineffectiveness (Vallbona and Mascarilla-Miro, 2018). In food manufacturing firms, there is evidence of job dissatisfaction amongst the employees as they complain of little pay, absence of career growth and developmental opportunities, absence of promotion opportunities amongst others leading to job dissatisfaction. Consequently, these employees continuously search for better job prospects in other firms where satisfaction could be obtained. This aligns with the claim of Hoffman et al (2013) that employees now see themselves as “free agents” searching for growth prospects in other firms. To solve this dissatisfaction problem, several scholars proposed various strategies. Dimnwobi et al (2016) recommended that companies should invest heavily in human capital development because poor investment in this area lowers employees' job satisfaction. Despite these recommendations, employee job satisfaction still remains a major issue facing firms especially the food manufacturing sector. This may be possible because it is most likely that manufacturing firms do not have a well-organized human resource unit that can trigger and sustain job satisfaction in their employees. Hence, the high rate of failure of manufacturing firms in Nigeria reported in 2012 by the President of Nigerian Association of Chambers of Commerce, Industry, Mines and Agriculture, (NACCIMA), Herbert Ajayi. He reported that “up to 800 firms shut down in Nigeria within 2009 and 2011...” and much greater than half of the surviving ones were classified as 'ailing' (Premium Times, 2012). This situation according to him, is worrisome and needs urgent attention. Therefore, this study “High-performance work systems (HPWS), perceived organizational support (POS) and employee job satisfaction (EJS) of food manufacturing companies in Port-Harcourt” was embarked upon to test if high-performance work systems inspire job satisfaction amongst workers of food manufacturing firms which will improve their survival.

Figure 1: Diagrammatic Model of the perceived relationship between High Performance Work System (HPWS) and Employee Job Satisfaction (EJS) moderated by Perceived Organizational Support (POS).



Source: Researchers' Conceptualization based on dimensions adopted from Jensen, Patel, and Messersmith (2013) and measures of Job Satisfaction adopted from Tasios and Giannouli (2017); Spector (1994).

The intention of this paper is to explore the bond among HPWS, POS and EJS of food manufacturing firms in Port Harcourt. Specifically, the study aims at reaching the following objectives:

- i. Ascertain the relationship between decision making and employee pay.
- ii. Determine the relationship between decisions making and employee promotion.
- iii. Determine the link between employee training and employee pay.
- iv. Examine the correlation between employee training and employee promotion.
- v. Investigate the moderating influence of POS on the relationship between HPWS and EJS.

In light of the foregoing, the following research hypotheses were formulated for testing in this study based on the food manufacturing firms in Port Harcourt.

- H₀:1a** Significant association does not exist between decision-making and employee pay.
- H₀:1b** POS does not moderate the correlation between decision making and employee.
- H₀:2a** Significant link does not exist between decision-making and employee promotion.
- H₀:2b** POS does not moderate the correlation between decision making and employee promotion.
- H₀:3a** Employee training does not relate significantly with employee pay.
- H₀:3b** POS does not moderate the relationship between employee training and employee pay.
- H₀:4a** Employee training does not significantly relate with employee promotion.
- H₀:4b** POS does not moderate the relationship between employee training and employee promotion.

Theoretical Framework/Literature Review

The theoretical anchor of this work are AMO Theory (Ability, Motivation and Opportunity to participate) and Componential Theory of Job satisfaction. The AMO which was propounded by Bailey in 1993 and later developed by Appelbaum, Bailey, Berg and Kalleberg, (2000) suggests that the discretionary effort of employees need three elements: employees have to possess needed skills (ability); appropriate motivation, in addition to chance to partake (Appelbaum et al 2000). The proponent believes that employees perform well when they have required capabilities, they have the adequate motivation, and their work environment provides opportunities to participate (Boselie, 2010; Boxall and Purcell, 2003; Choi, 2014; Marín-García, Miralles, Garcia-Sabater and Perello-Marin, 2011; Marín-García, 2013; Raidén, Dainty and Neale, 2006). The ability-enhancing HRM practice implies that the establishments use enlistment as well as development, selection and training to upsurge the workers' capability to act as anticipated and attain precise administrative goals (Guerci, Radaelli, Siletti and Cirella, 2015). More so, Bello-Pintado (2015) avers that the ability-enhancing HRM practice are function that augment the employees' capabilities to attain administrative goals by fresh hires and investment in training. Motivation-enhancing HRM practice implies that the organization uses conditional rewards and performance management to raise workers' impetus to act (Guerci, et al., 2015). That is, they are functions that boost worker impetus in the establishments to do great. Motivation-enhancing HRM functioned compasses conditional rewards (for example, performance-based pay, piece-rate systems, and profit-sharing systems) as well as performance management. Employees within the organizations are motivated to exert higher efforts in their job when they know that their performance will be rewarded with fair pay. The Opportunity-enhancing HRM practice with regard to Bello-Pintado (2015), refers to the activities that give choice making right as well as duty from the top-level hierarchy to lower level ladder by information dissemination.

Componential Theory of Job Satisfaction

The componential theory of job satisfaction was originally enunciated by Teresa Amabile in 1983 as "the componential model of job satisfaction". This model explains the generation process and the various influences on the process and its outcomes. The theory is based on two assumptions: first, there is a continuum from little, usual levels of job satisfaction found in everyday life to the uppermost levels of job satisfaction found in historically significant inventions, performances, scientific discoveries, and works of art and second, there are degrees of job satisfaction in the work of any single individual, even within one domain. The level of job satisfaction that a person produces at any given point in time is a function of the job satisfaction components operating, at that time, within and around that person. Componential job satisfaction theory also posits that job satisfaction requires a confluence of three within-individual components and one component outside the individual (domain-relevant skills, expertise in the relevant domain or domains; job satisfaction-relevant processes, cognitive as well as temperament processes advantageous to novel thinking; task motivation, the intrinsic stimulus to occupy in the activity out of enjoyment, interest, or a personal sense of trial and social environment in which the individual is working). Job satisfaction tends to be at its peak when an

intrinsically motivated person with high domain expertise and high skill in creative thinking works in an environment high in supports for job satisfaction.

The basic model of individual job satisfaction stayed the same, but the assumption was added that the same four components influence the job satisfaction of working in team. Significantly, a corresponding set of mechanisms was projected for innovativeness. With regard to the extended theory, invention rest on (a) skills in innovation management (analogous to an individual's job satisfaction-relevant processes); (b) resources in the task domain (analogous to domain-relevant skills at the individual level); and (c) motivation to innovate (analogous to individual task motivation). These components constitute the work environment impacting individuals and teams. Despite the importance of this theory, it has been criticized as being applied to factors within an organization but failed to include external and physical environmental forces, such as consumer preferences and economic fluctuations which limit the comprehensiveness of the theory in its current form.

High-Performance Work System

High-performance work system (HPWS) was defined by Combs, Liu, Hall Ketchen (2006) as the sum of the processes, practices, and policies put in place by employers to assist workers to perform to their full potential. It is a hybrid of employee security, selective hiring, high-results based compensation, training by commitment, reduced status barrier, decentralized decision making and information access (Caldwell and Floyd; 2014). In their study, Appelbaum, Bailey, Berg and Kalleberg (2000) described HPWS practices as a flexible, high commitment, high involvement, high performance or innovative HR work system. HPWS assist corporations to become extra effective, gain core competitive advantage, promotes employee competence, motivation, as well as commitment (Bowen and Ostroff, 2004; Datta, Guthrie and Wright, 2005). According to Danford, Richardson and Upchurch (2005), HPWS assist establishments to advance and effectively utilize their human capital towards sustained competitive advantage. For example, swaying as well as controlling the proficiency as well as awareness rooted in workers (Scarborough, 2003) in addition to foster knowledge dissemination between them. High-performance work systems are deliberated to be the prime technique by which establishments can induce the proficiency as well as understanding of individuals that are needed for administrative accomplishment (Collins and Clark, 2003). For example, training, development, staffing, competitive compensation as well as performance appraisals are the noticeable practices that inspire workers, improve their passion and willingness for work, and improve their overall productivity, which eventually leads toward higher SMEs performance (Drummond & Stone, 2007). HPWS systems emphasize employee involvement and reflect a commitment to creating an organizational culture based upon commitment rather than control. In the same vein, the cultures of high-performance establishments stress the pursuit of quality as well as wish employees to be well-qualified, extremely capable, and continually occupied in enhancing the organization. For the aim of this study, decision making and employee training were used as dimensions of HPWS

Decision Making

Decision-making is the essence of the management process. Decisions are made to solve problems, tackling the situations, handling crises and resolving inevitable conflicts. Decision-making is at the core of planning. According to Kreitner (1966), decision-making is a procedure of recognizing as well as selecting an alternate course of action in a method appropriate to the need of the circumstances. The attitude of selecting infers that a substitute course of action must be weighed as well as weeded out. Rogers (1962) defines, "Decision-making as the process by which an evaluation of the meaning and consequences of alternative lines of conduct is made." Oppenheim (1972) says decision-making is seen to be the crux of the management process, in the operation of the industry as well as in-home management. Nickell, Rice and Tucker (1986) defined, decision making as the process of selecting from alternative courses of action. Acts of decision among alternate courses of action intended to produce a stated result, as well as one created on an appraisal of relevant information protected by explicit criteria. (Salaman and Thompson 1980). Decision-making is the central process at all levels of data processing and purposeful activity (Jani, 1999). According to Terry (2009), decision-making is the selection based on some criteria from two or more possible alternatives. Dawar (1998) expressed it as that decision making always may be expressed as the assortment built on some criteria of one conduct from two or more thinkable alternatives.

Employee Training

Training is the development of newly hired as well as existing employees. Employee training is a pragmatic practice that influences and enhances the knowledge, skills, and abilities of employees (Lepak and Snell, 1999; Yang and Lin, 2009). It refers to formal training that aids organisations in shaping the employees' behaviour, nurturing of new expertise and knowledge and equip employees with new skills (Nonaka and Takeuchi, 1995) that are required to confront and compete in the dynamic environment of the business enterprise. The value of training within the organization cannot be overemphasized as it helps in the enlargement of human capital that is hard to imitate by rivals and due to its uniqueness, it contributes to the competitiveness of SMEs in Nigeria and uplifts their performance. This technique is also widely used for strengthening an employee's knowledge and working ability while providing a challenging work environment that allows the employees to adequately exhibit their job satisfaction in the work process. A complete training system in the workplace consists of management skill training, leadership strength training, work skill training and enterprise culture training. So, through training, the employees' abilities including creative abilities are improved obviously. Rampur, (2010), argued that employees prefer companies which may provide them with higher costs and increased compensation packages.

Employee Job satisfaction

Job satisfaction is an element in employees' motivation, encouraging worker optimism in the labor environment and employee goal achievement (Wong, Tschan, Messerli and Semmer, 2013). Job satisfaction defines how contented, fulfilled or happy employees are. It is the positive or negative aspect of employees' attitudes towards their jobs (Ilman, 2009). It plays a very great part in the life of an employee because it affects positively on

the personal and social adjustment of the employee. Alarape (2008), avers that employee's satisfaction can be provided by focusing importantly on the job characteristics including rewards as Musa and Danjuma (2007), opine that the degree to which a job fulfils the needs of the employee will decide the level of job satisfaction of the employee. Employee as argued by Mudor and Tooksoon (2011) can derive satisfaction from many things such as salary, their relationship with their managers and the quality of the environment in which they work. Mullins (2001) stated that employees who are unsatisfied with their work sometimes may choose to stay in the organization but their performance may affect the whole organization. Furthermore; satisfied employees make the workplace more pleasant for all, as well as reducing absenteeism and grievances. Muntaner (2006) classified job satisfaction into five basic components i.e. the satisfaction with overall human resource policies, satisfaction with the compensation, satisfaction with the supervisor's behaviour and attitude, satisfaction with the extent of task clarity and the satisfaction with the career growth opportunities in the organization. It is also pertinent to note that job satisfaction is a function of extrinsic and intrinsic outcomes (rewards) provided by the job (Chiang and Jang, 2008).

Employee Pay

Individuals are more probable to underreport than to over-report the prominence of pay as a stimulating element in every situation. Put another way, research suggests that pay is much more important in people's real choices as well as behaviours than it is, in their self-reports of what inspires them. Pay has commonly been established to be a significantly more vital element when inferred via rule capturing than when accessed via people's direct reports (Barber, 1998; Rynes, Schwab, and Heneman, 1983; Schwab, 1982). For instance, Feldman in addition to Arnold (1985) establish that pay was 4th out of 6th job qualities when ex-student business students were requested to rank them from "most favored to least favored". In contrast, when using rule capturing with "preparedness to accept the situation" as the result variable and the 6 job qualities as the independent variables, they found that pay's "importance weight" was largest and nearly twice as large as that of the next job attribute. In summary, there is strong evidence that pay is a powerful motivator perhaps the most powerful potential motivator of performance. Managers do not believe pay is as important to employee behavior's as employees say it is, although employees themselves appear to seriously underreport pay's importance to their actual behaviours Rynes et al., (2002). The systematic underestimation of pay's prominence, both by managers as well as workers, is a riddle that deserved investigation.

Employee Promotion

Promotion is an increase of labour or employee at a field a better job, compared with the previous of the responsibility is greater, achievement, facilities, higher status, demands proficiency is higher, and the addition of wages or salaries as well as other allowances (Fathoni, 2006). Promotions denote to some pointers with regard to Hasibuan (2006) are as follows: (1) Improvement Authority (2) Enhancement Rights (3) Increased Duties (4) Increased Responsibilities. Promotion is indication of acknowledgement of worker performance. Somebody that is promoted will tend to have a decent performance on the job. Promotions are very significant for the business since promotion implies the

steadiness of the business as well as worker self-esteem will be more certain. Promotion can affect worker satisfaction; Kosteas (2007) said hopes to be promoted to have a strong role. Employees who are aware that they will never be promoted will degrade its performance until they think there will be opportunities to be promoted in the future. Pergamit and Veum (1999) also say that by setting as well as upsurge the probability of promotion will progressively affect worker satisfaction. In addition to other elements of job satisfaction, job satisfaction is determined by satisfaction with the promotion. Compensation to be one of the main factors of the personnel because compensation will affect employee job satisfaction, such as the opinions expressed. Promotion is a significant matter, not only in the selection, placement of the correct people in the right place but likewise an increase for superiors, leaders to plan policy. Promotion is an existence of labour moved from a higher position in wages, tasks and organizational levels. Stephen Robbins et al (1999) contend that status is a prestige grading, position, or rank within a group. It is, therefore, important for employees to believe that the status of an individual in a system is congruent with the job he or she is assigned to. The likelihood of improvement frequently serves as a key enticement for superior managerial performance as well as promotions are the most noteworthy way to identify superior performance. Therefore, promotions must be fair, built on merit as well as untainted by favouritism (James et al, 2000:397). In some examples, even fair as well as suitable promotions can create several problems, for example, members of an organization who are avoided feel resentful, which might affect their morale as well as productivity.

Perceived Organizational Support

Perceived Organizational Support (POS) refers to employees' perception regarding the degree to which the organization values their contribution, and is concerned about their well-being (Eisenberger, Huntington, Hutchinson, and Sowa, 1986; Rhoades, Eisenberger and Armeli, 2001) Research on perceived organizational support (POS) began with the observation that if managers are concerned with their employees' commitment to the organization, employees are focused on the organization's commitment to them (Eisenberger, Huntington, Hutchinson, and Sowa, 1986). Research on perceived organizational support has been found to have important work-related consequences that include employee performance, reduced absenteeism and turnover (Eisenberger, et al 1986; Rhoades and Eisenberger, 2002). Eisenberger, Huntington, Hutchison and Sowa (1986) established the organization backing theory, in the outline of social exchange theory to scrutinize the obligation procedure of the workers towards their establishments. Review of the literature specifies that perceived organizational support has a noteworthy influence on the numerous work results that include commitment, turnover, job satisfaction and performance. Study on perceived organizational support piloted by Rhoades and Eisenberger, (2002) specified perceived organizational support to have numerous antecedents that include (a) perceptions of procedural or distributive justice and organizational politics (Moorman, Blakely and Niehoff, 1998). Job situations like independence as well as pay (Eisenberger et al., 1999). Supervisor support (Settoon et al., 1996; Wayne et al., 1997) as well as human resources (HR) practices like recompense systems, decision-making chances and growth chances (Wayne et al., 1997). When workers perceive organizational support it reinforces their

reasoning as well as emotional assessment of their job this will boost workers to be engaged in their job. This likewise gets justified from the social exchange theory viewpoint, if workers perceive that the organization cares for their well-being as well as supports them, and then workers might respond and would display more commitment in their job.

Empirical Review

Decision Making and Job Satisfaction

The relationship between decision-making and job satisfaction has been explored by many scholars. For instance, Muindi (2011) examined “the bond between participation in decision-making and job satisfaction among academic staff in public University of Nairobi”. This study which was piloted on the positivism method using descriptive survey study design. All non-management members of academic staff at the school of Business were used as the population, University of Nairobi. An organized questionnaire was prepared as well as disseminated to all chosen respondents. The study adopted 5-point scale to solicit data while analyses was built on percentage, linear regression, averages as well as correlation coefficient. The results specify that a meaningfully positive association was established between job satisfaction and participation in decision-making ($\beta=0.888$). The results likewise stipulated a positive association between participation in decision-making and job satisfaction about over-all working conditions ($\beta=0.640$); pay and promotion potential ($\beta=0.703$); use of talents and abilities ($\beta=0.895$); job design ($\beta=0.750$); and job feedback ($\beta=.632$). The results specify that the level of job satisfaction for workforces at the SOB upsurges proportionally with an upsurge in their level of participation in decision-making. Jayarathna and Weerakkody (2016) investigated “the influence of decision making, recompense management on job performance: mediation of job satisfaction: A case of private banks in Sri Lanka”. A self-administered questionnaire was applied to obtain data from three hundred and eleven workers in banks in Sri Lanka.

The influence of decision making as well as reward management on job performance were noteworthy and partial mediation of job satisfaction on the above associations were establish. Thus, the study recommended that the forerunners of the organizations focus additional on practices of the organizations to augment the performance of the employees. On their part, Bamidele and Ella (2013) examined “the link between workers participation in decision making as well as job satisfaction among academic staff at Nasarawa State University, Keffi”. The partakers of the work were all non-management fellows of academic staff of Social Sciences faculty, Nasarawa State University, Keffi. An arranged questionnaire was prepared as well as dispersed to 60 sample size of the partaker. A pilot study was carried to check the reliability of the instrument, the Cronbach Alpha coefficient yielded 0.77. A five-point scale was used to collect data and analysis was based using frequency analysis and linear regression with SPSS 17. The results specified that meaningfully positive association was establish to exist between participation in decision-making and job satisfaction ($r=0.809$, $p<0.05$) displaying that the level of job satisfaction for workforces at the University upsurges proportionally with an upsurge in their level of involvement in decision-making. It was recommended based on the

research findings that University management needs to work on their relation-oriented style of leadership. They ought to display trust and do measures for trust-building, confidence-building and they ought to share a mutual dream and they must identify and inspire undertakings.

Training and Satisfaction

The correlate of employee training and job satisfaction has been examined by different scholars. Picho (2014), investigated the relationship among employee training, development and job satisfaction in Uganda Management Institute. A cross-sectional survey design was adopted and a sample size of 118 was selected from the population of 175 made up of administrative and academic staff. Purposive, stratified and systematic sampling techniques were used to select respondents. Data analysis involved frequencies and percentages, Spearman rank correlation, coefficient, regression, and ANOVA. Findings revealed a weak encouraging association ($\rho = .343$) among employee training as well as developments and job satisfaction. The coefficient of determination expressed into percentage exposed that worker training as well as developments accounted for 11.8% of the disparity in job satisfaction. Jehanzeb, Abdul, Abu, and Rasheed (2015) examined the "role of training as well as job satisfaction on turnover intentions of employees in fast food franchises of Saudi Arabia." 350 pieces of the questionnaire were disseminated among the functioning workers in diverse fast-food franchises of Saudi Arabia, out of which 278 were retrieved and 250 were valid for data analysis using regression analysis. The results showed an encouraging link between effective training program and job satisfaction ($\beta = .34$, t -value = 3.39, $p = .001$); job satisfaction and turnover intentions has significant negative relation ($\beta = -.50$, $p < .001$); effective training is significantly related to turnover intentions ($\beta = -.32$, $p < .05$).

The results proposed that effective training programs are very important as they positively correlate with job satisfaction in the fast-food franchises of Saudi Arabia. Therefore, the study concluded that an effective training program is important for the job satisfaction of employees. The implication is that to improve satisfaction and decrease turnover intentions of employees, the firm should provide efficient training programs and a supportive working environment because lack of training programs not only decreases the value of employees but also the worth of the business. On his part, Schmidt (2007) studied how satisfaction with workplace training relates with overall job satisfaction. A sample of 552 customer and technical service employees in nine major organizations in the United States and Canada were issued questionnaire via e-mail for those with internet access using the survey link while those without internet access were sent hard-copy versions of the survey. Simple regression analysis was adopted for the analyses. Employee satisfaction with training was found to significantly predict overall job satisfaction as the r^2 value was 0.55, indicating that job training explains 55% of the variance in overall job satisfaction of the employees. Conclusively, job training ought to be seen as a perspective of general job satisfaction, and HRD practitioners ought to regard as job training satisfaction from the viewpoint of the worker in developing and executing training programs. HRD practitioners, through the training as well as development chances they offer, are influential in the overall job satisfaction of an

organization's employees. Vasudevan (2014) examined how training relates to job satisfaction and organizational effectiveness. The study adopted the survey method in examining 180 executives, professionals and managers working in Malaysia. Data were sourced primarily through the questionnaire. The methods employed in analyses of the data included descriptive statistics, reliability analysis, correlation analysis, and regression analysis. These were aided by SPSS version 20.0 software. The reliability results showed that the alpha values for all variables were above 0.80, which were considered as high consistency. Generally, the regression results exposed that entails training commitment, training needs assessment as well as delivery methods, and training evaluation positively as well as meaningfully influence the employee's labor commitment, job satisfaction as well as job performance. Gobal, Hassan, Gobal, Baker, Yunus, and Norazman (2018), in a review of the paper on "the efficiency of line forerunner training on job performance and job satisfaction". Data were generated through the secondary source by a comprehensive literature review. The study found that a competitive staff, business practices have evolved to mirror economic competitiveness in increasing as well as keeping gifted workers and organizations continually seek fresh resolutions to evaluate employee development. The study thus concluded that training is the nerve that suffices the need for the smooth operating of work which aids in augmenting job satisfaction among worker.

Relationship between HPWS and Employee Job Satisfaction moderated by POS

In their study, Huang, Ma, and Meng (2017) having observed that worker engagement as well as obligation have been a very vital matter in human resource managers' program and retort to the growing interest in the universalistic impact of HPWS in the interdependence global market place, examine "the influence of high-performance work systems (HPWS) on worker approaches as well as worker engagement in China". With the data from 782 workers working in China's manufacturing as well as service sectors, the work establish that HPWS are positively linked to workers' positive mood as well as job satisfaction, and that job satisfaction as well as encouraging mood led to extraordinary worker engagement. Furthermore, the worker's encouraging mood as well as job satisfaction likewise mediate the bond among HPWS as well as worker engagement. The study established that HPWS affect employee behaviours as well as offered empirical indication for the applicability of HPWS in a worldwide context. Similarly, Li, Naz, Khan, Kusi, and Murad (2019) studied the impact of a high-performance work system (HPWS) on worker performance as well as the prevailing part of mediators such as POS and job satisfaction. The study being quantitative in nature, applied questionnaire as its device to generate data from 250 respondents from the textile segment, situated at Lahore and Faisalabad, Pakistan, and were chosen by the use of stratified sampling method. The partial least squares-structural equation modeling was applied for the statistical examination and to test the proposed research model. Results revealed that HPWS was positively linked to employee performance. Similarly, POS significantly mediates the association among HPWS and worker performance ($\beta=0.080$; $t=2.111$; $LL=0.031$, $UL=0.122$). HPWS is significantly and positively linked to job satisfaction ($\beta=0.44$; $t=7.339$; $LL=0.326$, $UL=0.553$).

The findings also indicated that HPWS positively influences POS. The benefits of HPWS are usually accredited to its offering ample opportunity for participation in choice making, skills enrichment, as well as career expansion. Employees perceive these benefits as advantageous and thereby act positively by increasing their efforts. The study stresses that practitioners ought to develop approaches that might raise positive work attitudes and upsurge perceived organizational support to attain higher levels of performance. On his part, Manu (2017) investigated the association between organizational level High-Performance Work Systems (HPWS) as well as individual level Job Satisfaction (JS). The study's data were obtained from 350 specialists working in software corporations and results disclosed that there exists an encouraging link among high-performance work systems and job satisfaction. Chen, Lin, and Wu (2016) extending the view point as well as literature of strategic human resource management investigated the relationships amongst high-performance work system, psychological efficacy, and employee outcomes. This study aimed to understand how a high-performance work system affected employees' mental efficiency, as well as their worker consequences, with job satisfaction as well as task performance. We found that high-performance work system can help employees develop a higher degree of psychological efficacy, and therefore leading higher job satisfaction as well as job performance.

The inference for managers as well as practical suggestions were projected. Ogenyi, Onuoha and Nwede (2018) inspected how employee emotions associated with job satisfaction in advertising agencies in Port Harcourt. A cross-sectional research design was found suitable for the study as a subset of the quasi-experimental research study. The accessible population consisted of 240 employees from 10 advertising agencies in Port Harcourt. Simple random sampling method was used to choose the sample representative from the accessible population. 150 respondents as samples were drawn by applying Taro Yamane's formula. 150 copies of the questionnaire were sent to these firms but 110 copies were returned and analyzed by using Spearman's Rank Correlation Coefficient to test the hypotheses with the aid of SPSS (22.0). The study found an encouraging as well as note worthy bond between employee emotion and job satisfaction. It was also exposed that organizational culture moderates the link between worker emotion and job satisfaction on a high level in advertising agencies. On this basis, it was concluded that employee emotion which is a factor of joy and gratitude enhances employees' job satisfaction in advertising agencies in Port Harcourt. Tang, Yu, Cooke and Chen (2017), examined the fundamental mechanism by which a HPWS impacts job satisfaction and also, the bond between perceived organizational support (POS) and employee job satisfaction. The sample of the work comprised of 268 workers and 80 matched supervisors from two pesticide chemical corporations in China. Hypotheses were tested with linear regressions. The outcomes displayed that HPWS augments POS, which in turn fosters worker job satisfaction. Furthermore, the outcomes indicated that decentralized management positively moderated the link between POS and worker job satisfaction. Manu and Sinosh (2017), scrutinized the bond between HPWS and organizational citizenship behaviours (OCB) in large IT firms. The sample consisted of 300 software engineers with more than a year's work experience. Data collection was done using a structured online questionnaire and data examination was conducted with

the help of multiple regression analysis using SPSS software. The results specified a noteworthy link between HPWS and OCB. However, an in-depth analysis showed that HPWS have a great impact on the altruism, courtesy and civic virtue dimensions of OCB. It was also discovered that HPWS had no strong relationship with conscientiousness and sportsmanship dimensions of OCB compared to other dimensions of the construct.

Fareed, Noor, Isa and Salleh (2016) examined the correlation of a HPWS and organizational culture with human capital development (HCD) which is a noteworthy determinant of sustainable competitive advantage for a corporation. It tested the moderating effect of organizational culture in the aforementioned link. The research obtained data from 40 HR managers of telecom corporations of Pakistan; which was analyzed by the use of SmartPLS3 by the valuation of the measurement model for examining the reliability as well as validity of the measurement and the valuation of the structural model for testing the hypotheses. The findings provided evidence for the link between HCD and organizational culture with a HPWS and a noteworthy moderating effect of organizational culture on the link between HPWS and HCD in the setting of the telecom sector of Pakistan. The study contributed to the RBV theory by stressing the worth of human capital development as a source of competitive advantage for a firm. Relatedly, Humera and Muhammad (2016) tested how employee job satisfaction impacted performance of the firm. A sample size of 73 employees were used for the study via the use of questionnaire (Google form). The results specified that there is an encouraging influence of EJS on the performance of the firm when employees are empowered thus resulting to effective and efficient utilization of resources as well as the maximization of the firm's overall performance and market share. Obiora and Okpu (2015) examined the relationship between job satisfaction opportunity and OCB in the Nigerian hospitality industry. A sample of 1450 employees gotten from a 3768 population was used for the study. The inferential analysis was carried out with Spearman rank order correlation and the results showed significant correlation and serve as an additional enhancement to employee behaviour. Ramita, Noor, Marlita and Nor (2013) tested the link between reward system (compensation, benefits, recognition, and appreciation) and EJS among administrative support personnel in the manufacturing industries. This study focused on five (5) selected manufacturing organization involved in the electronic field located in Shah Alam Selangor. The total population was 160 employees. The findings showed that rewards are contributing factors to EJS.

Methodology

This study adopted cross-sectional survey method on the maxim that the research involved selecting samples of elements from a population of interest measurable at a snapshot with no intention of collecting it at an interval (Baridam, 2018). The targeted population of this study is the entire staff of 16 food manufacturing firms in Port Harcourt and registered with the Manufacturers Association of Nigeria (MAN). This is as contained in MAN (2019) members and product listing, Rivers State record. However, the proportion of the population to which the researcher has access to (Bwaridam, 2001) for this study is 7,790 employees of sixteen (16) manufacturing firms operating in Port Harcourt. This study adopted the Krejcie and Morgan table of sample size determination

as cited in Delice (2010) in ascertaining a sample of 367. To guide against non-response bias and to further enhance the findings' generalizability, as advised by Gorard (2003), a mark-up of 1% of the population was made (that is 1% of 7,790 = 78). This gives a sample size of 367+78= 445. This was distributed proportionately across the firm and thereafter simple random sampling technique adopted. Data were sourced primarily through the questionnaire as adapted from the work of Jensen, Patel, and Messersmith (2013) for decision making, example (“Employees are involved in decision making in my organization”); and Jensen et al., (2013), for training, example “Job-specific training is provided to enable employees to advance their career” for dimensions of High-Performance Work System. The criterion variable (Employees Job Satisfaction) was operationalized using two (2) measures: pay and promotion. The items were adapted from Tasios and Giannouli (2017) and Spector (1994). Examples of the item questions include Pay: “I am paid enough for the job I do”; Promotion: “There are many opportunities for promotion”. While the conceptual factor (perceived organizational support) has eight items as adopted from Eisenberger et al., (2002), (e.g. “My organization shows very little concern for me”). All items were structured on a four-point Likert-type scale of 1-4; where 1= Strongly Disagree (SD); 2 = Disagree (D); 3 = Agree (A); and 4 = Strongly Agree (SA). The data were analyzed using Pearson Product Moment Correlation (PPMC) and Multiple regression to ascertain the degree and direction of the relationship existing between the variables while p-value was used to test the proposed hypotheses. The results formed the basis for accepting or rejecting the proposed hypotheses.

Results and Discussion

A total of 445 copies of questionnaire were administered on the elements and the data so generated from the survey are shown thus:

Table 1: Questionnaire Response Rate

Questionnaire	Frequency	Percent%
Sample size	445	100
Number Administered	445	100
Number Retrieved	391	87.86
Number not used	12	2.7
Number used	379	81.17

Source: Field Survey, 2021

Table 1 shows the questionnaire response rate. Sample size comprised 445 employees of sixteen (16) food manufacturing firms operating in Port Harcourt, Rivers State, Nigeria. A total of 445 copies of the questionnaire were administered. Of these, 391 copies which represent about 87.86% of the sample were retrieved. 12(2.7%) copies of the retrieved instrument were filled inappropriately and were considered not usable for the analysis, giving rise to 379(81.17%) valid copies. Thus 379 constituted excellent sample for the analyses. This corroborates the thought of Mugenda and Mugenda (2003) as the scholars established that a 70% and above response rate is excellent.

Test of Hypotheses

H₀:1a Significant association does not exist between decision making and employee pay of food manufacturing corporations in Port Harcourt.

Table 2a: Correlation of Decision-Making and Employees Pay

		Decision Making	Pay
Decision Making	Pearson Correlation	1	.717**
	Sig. (2-tailed)		.003
	N	379	379
Pay	Pearson Correlation	.717**	1
	Sig. (2-tailed)	.003	
	N	379	379

Source: SPSS Output based on Field Survey, 2021

Table 2a reveals the PPMC coefficient of decision making and employee pay as follows: $r = 0.717$; $p\text{-value} = 0.003 < 0.05$; $n = 379$. This implies that a significant strong positive correlation exists between the two variables. Since the $p\text{-value} (0.003) < (0.05)$, **H₀₁** was not upheld. So, it was upheld that significant association exists between decision making and employee pay of food manufacturing corporations in Port Harcourt.

H₀:1_b POS does not significantly moderate the link between decision-making and employee pay of food manufacturing companies in Port Harcourt.

Table 2b: Model Summary for Decision-making and Employees Pay Moderated by POS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.757 ^a	.573	.571	.36187

a. Predictors: (Constant), Perceived Organisational Support, Decision Making

Source: SPSS Output based on Field Survey, 2021

Table 2c: Coefficients^a for Decision-making and Employee Pay Moderated by POS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.680	.100		6.806	.000
	Decision Making	.494	.038	.543	13.065	.000
	Perceived Organisational Support	.311	.043	.299	7.192	.000

a. Dependent Variable: Pay

Source: SPSS Output based on Field Survey, 2021

Tables 2b and 2c show the model summary and the coefficients results of the multiple regression analysis of the moderating effect of POS on the link between decision making and employee pay. The result reveals an R^2 value of 0.573. This implies that decision making and POS are strong predictors of employee's pay as they had 57.3% predictive capacity; leaving the remaining 42.7% to other extraneous factors not captured in the study. Also, the result reveals a β value of 0.543 (p-value 0.000) for decision making; while POS boasted of a β value of 0.299 (p-value = 0.000). The regression model thus becomes: $EPa = .680 + .543*DM + .299*POS$. Thus, it can be established that POS has a significant moderating effect on the link between decision making and employee pay. Since the p-value (0.000) is less than the level of significance (0.05), $H_0:1b$ was not upheld.

$H_0:2a$ Significant association does not exist between decision making and employee promotion of food manufacturing corporations in Port Harcourt.

Table 3a: Correlation of Decision-Making and Employees Promotion

		Decision Making	Promotion
Decision Making	Pearson Correlation	1	.777**
	Sig. (2-tailed)		.000
	N	379	379
Promotion	Pearson Correlation	.777**	1
	Sig. (2-tailed)	.000	
	N	379	379

Source: SPSS Output based on Field Survey, 2021

Table 3a reveals the PPMC coefficient of decision making and employee promotion as follows: $r = 0.777$; $p\text{-value} = 0.000 < 0.05$; $n = 379$. This implies that a significant, strong and positive correlation exists between decision making and promotion of employees in manufacturing companies in Port Harcourt. Since the p-value ($0.000 < 0.05$), $H_0:2$ was not upheld. So, we state that significant association exists between decision making and employee promotion of manufacturing corporations in Port Harcourt.

$H_0:2_b$ POS does not significantly moderate the relationship between decision making and employee's promotion of food manufacturing companies in Port Harcourt.

Table 3b: Model Summary for decision making and employees' promotion Moderated by POS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823 ^a	.678	.676	.43815

a. Predictors: (Constant), Decision-Making and POS

Table 3c: Coefficients^a for Decision-Making and Employee Promotion Moderated by POS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.738	.121		-6.102	.000
	Decision Making	.737	.046	.580	16.087	.000
	Perceived Organisational Support	.488	.052	.336	9.313	.000

a. Dependent Variable: Promotion

Tables 3b and 3c show the model summary and the coefficients results of the multiple regression analysis of the moderating effect of POS on the relationship between decision making and employee's promotion. The result reveals an R^2 value of 0.678. This implies that decision making and POS are strong predictors of employee's promotion as they had 67.8% predictive capability; leaving the remaining 32.2% to other extraneous factors not captured in the study. Also, the result reveals a β value of 0.580 (p-value 0.000) for decision making; while POS boasted of a β value of 0.336 (p-value = 0.000). The regression model thus becomes: $EP_r = -.738 + .580 * DM + .336 * POS$. Since the p-value (0.000) is less than the level of significance (0.05), $H_0:2_b$ was not upheld. Thus, it was established that POS has a significant moderating effect on the association between decision making and employee's promotion.

$H_0:3_a$ Employee training does not significantly relate with employee pay of food manufacturing corporations in Port Harcourt.

Table 4a: Correlations between Employee Training and Employee Pay

		Training	Pay
Training	Pearson Correlation	1	.627**
	Sig. (2-tailed)		.000
	N	379	379
Pay	Pearson Correlation	.627**	1
	Sig. (2-tailed)	.000	
	N	379	379

**Correlation is significant at the 0.05 level (2-tailed).

Table 4a reveals the PPMC coefficient of employee training and employee pay as follows: $r = 0.627$; $p\text{-value} = 0.000 < 0.05$; $n = 379$). Since the p-value (0.000) < (0.05), $H_0:3$ was not upheld. This implies that a significant and strong positive correlation exists between training and pay of employees in manufacturing corporations in Port Harcourt.

$H_0:3_b$ POS does not significantly moderate the relationship between employee training and employee pay of food manufacturing corporations in Port Harcourt.

Table 4b: Model Summary for Training and Pay Moderated by POS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.535	.532	.37766

a. Predictors: (Constant), Training, POS

Table 4c: Coefficients for Training and Pay Moderated by POS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.262	.127		2.071	.039
	Training	.472	.042	.441	11.223	.000
	Perceived Organisational Support	.438	.041	.420	10.696	.000

a. Dependent Variable: Pay

Tables 4b and 4c show the model summary and the coefficients results of the multiple regression analysis of the moderating effect of POS on the link between training and employee pay. The result reveals an R^2 value of 0.535. This implies that training and POS are strong predictors of employee pay as they had 53.5% predictive capability; leaving the remaining 46.5% to other factors not captured in the study. Also, the result reveals a β value of 0.441 (p-value 0.000) for training; while POS boasted of a β value of 0.420 (p-value = 0.000). The regression model thus becomes: $EPa = .262 + .441 * Tr + .420 * POS$. Since the p-value for $H_0:3b$ (0.000) is less than the level of significance (0.05), the hypothesis was not upheld. Thus, it was established that POS has a significant moderating effect on the relationship between training and employee pay.

$H_0:4a$ Employee training does not significantly relate with employee promotion of food manufacturing corporations in Port Harcourt.

Table 5a: Correlations between Employee Training and Employee Promotion

		Training	Promotion
Training	Pearson Correlation	1	.509**
	Sig. (2-tailed)		.001
	N	379	379
Promotion	Pearson Correlation	.509**	1
	Sig. (2-tailed)	.001	
	N	379	379

**Correlation is significant at the 0.05 level (2-tailed).

Table 5a reveals the PPMC coefficient of employee training and employee promotion as follows: $r = 0.509$; $p\text{-value} = 0.001 < 0.05$; $n = 379$). Since the p-value (0.001) < (0.05), $H_0:4a$ was not upheld. Consequently, it was upheld that training significantly relates with employee promotion and that a moderate positive correlation exists between the two variables.

$H_0:4$, POS does not significantly moderate the correlation between employee training and employee's promotion of food manufacturing firms in Port Harcourt.

Table 5b: Model Summary for Employee Training and Employee Promotion Moderated by POS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.714 ^a	.510	.508	.54011

a. Predictors: (Constant), POS, Training

Table 5c: Coefficients for Employee Training and Employee Promotion Moderated by POS

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.740	.181		-4.088	.000
	Training	.389	.060	.260	6.462	.000
	Perceived Organisational Support	.813	.059	.559	13.888	.000

a. Dependent Variable: Promotion

Tables 5b and 5c show the model summary and the coefficients results of the multiple regression analysis of the moderating effect of POS on the relationship between training and employee promotion. The result reveals an R^2 value of 0.510. This implies that training and POS are strong predictors of employee's promotion as they had 51.0% predictive capability; leaving the remaining 49.0% to other factors not captured in the study. Also, the result reveals a β value of 0.260 (p-value 0.000) for training; while POS boasted of a β value of 0.559 (p-value = 0.000). The regression model thus becomes: $EP_r = -.740 + .260*Tr + .559*POS$. Since the p-value (0.000) is less than the level of worth (0.05), $H_0:4$ was not upheld. Consequently, it was established that POS has a significant moderating effect on the correlation between employee training and employee promotion.

Discussion of Findings

This study used inferential statistical methods in investigating the association between HPWS and EJS of food manufacturing firms in Port Harcourt, Rivers State. The null hypotheses were tested at a 95% confidence interval. The results reveal that there exists significant relationship between the dimensions of HPWS and measures of EJS of. This result is in line with the findings of several scholars (e.g., Manu, 2017; Chen, Lin, and Wu, 2016). Specifically, Manu (2017) found that there occurs a strong positive link between HPWS and EJS. Support was also found in Chen, Lin and Wu (2016) when they concluded that HPWS can aid workers develop a higher degree of mental efficiency, and therefore

leading to advanced job satisfaction as well as job performance. Specific findings of this work are discussed below based on the dimensions of HPWS (decision making; training) and the measure of EJS:

Objectives one and two were to investigate the relationships between decision making and the measures of employee job satisfaction (employee's pay and promotion). These objectives were expressed in hypotheses one and two ($H_{0:1}$ and $H_{0:2}$). Specifically, these hypotheses stated that, there no note worthy link among decision making and measures of worker job satisfaction (employee's pay and promotion). These hypotheses were not supported. Thus this study emphasis that, decision making impacts employee's pay and promotion and their overall employee job satisfaction. This finding is in consonant with the submission of Muindi (2011) who examined "the link among participation in decision making as well as worker job satisfaction among academic staff in public University of Nairobi" and found that strong positive correlation exist between participation in decision-making and pay and promotion potential as well as employee job satisfaction about general working conditions. Similarly, Bamidele and Ella (2013) examined "the bond between workers participation in decision making and EJS among academic staff at Nasarawa State University, Keffi" and found that the level of EJS for workers at the University increased proportionately with an increase in their level of participation in decision-making.

Objectives three and four were to investigate the associations between training and the measures of EJS (employee's pay and promotion). These objectives were expressed in hypotheses three and four ($H_{0:3}$ and $H_{0:4}$). Specifically, these hypotheses stated that, there is no significant link between training and measures of employee job satisfaction (employee pay and promotion). These hypotheses were not supported as this study emphasized that, employee training impacts their pay and promotion and their overall job satisfaction. This finding resonates the stands of Picho (2014) who investigated the "relationship among worker training, development and employee job satisfaction in Uganda Management Institute" and submitted that employee training as well as developments accounted for 11.8% of the variation in employee job satisfaction. Likewise, Jehanzeb, Abdul, Abu and Rasheed (2015) result showed an encouraging correlation between effective training program and EJS of employees in fast food franchises of Saudi Arabia. Therefore, an effective training program is important for the employee job satisfaction of employees. Again, Schmidt (2007) study of "the relationship between satisfaction with workplace training and overall employee job satisfaction" indicates that job training explained 55% of the variance in overall EJS as it equips the them with the necessary skills to perform task, and it is the nerve that suffices the desire for the smooth operation of work which assist in augmenting employee job satisfaction among workers (Gobal, et al., 2018).

This study proposed that POS has no significant effect on the correlation among HPWS and EJS as captured in $H_{0:1_b-6_b}$. These hypotheses were not upheld as the consequences exposed that POS significantly influenced the association between HPWS and EJS. The presence of POS strengthened the degree of the association among the dimensions of

HPWS and the measures of EJS. This submission sustains the findings of Tang, Yu, Cooke and Chen (2017), who examined the underlying instrument by which a HPWS impacts EJS and also, the relationship between POS and EJS and the outcomes displayed that HPWS augments POS, which in turn fosters EJS. It could be said that where HPWS exists coupled with POS, EJS will significantly improve. Similarly, Li et al., (2019) in the work of the effect of a HPWS on employee performance and the intervening role of mediator such as POS, revealed that HPWS positively influenced POS and EJS and that the paybacks of HPWS are normally accredited to its offering ample opportunity for involvement in decision-making, skills enrichment, as well as career expansion. These employees perceive these benefits as advantageous and thereby act positively by increasing their efforts.

Conclusions and Implications

This study arrived at some findings built on the upshots from analyses of the data. Generally, the study found that HPWS has significant relationship with EJS. Thus, the study concludes that HPWS is strategic to EJS in food manufacturing corporations in Port Harcourt, Rivers State. Hence, HPWS having been use to explain the variance in EJS, is apt for stimulating EJS among workers of the food manufacturing industry in Port Harcourt. Relatedly, POS is a good moderator of the relationship between HPWS and EJS. Consequently, POS can be used to improve on the relationship between HPWS and EJS.

This has implications for both theory and practice. In terms of its theoretical implication, the study lends credence to the AMO Theory (Ability, Motivation and Opportunity to participate) and Componential Theory of Job satisfaction. These two theories which suggests that employees perform better when they have required skills, adequate motivation, and their work environment provides opportunities to participate have been validated through this study. As could be seen from the outcome of the study, HPWS help employees to be satisfied with their jobs. This it does by promoting employee competence, motivation and commitment as well as assisting the organization to become extra effective and gain core competitive advantage (Bowen and Ostroff, 2004; Datta, Guthrie and Wright, 2005) which aligns with the tenets of the two theories.

In terms of practice, the study has shown what managers (especially, those of food manufacturing firms) need to do in order to get the best from their employees and use them to achieve their organizational goals. Specifically, they need to help them acquire the relevant skills they need, motivate them enough and give them opportunity to participate in organizational processes. By so doing, they will draw out the best in them so as help the organization be more effective and gain competitive advantage.

Recommendations

Based on the discussion and conclusion above, the following recommendations are hereby made:

- I. It was recommended that, management of food manufacturing firms should formulate policies that encourage sound decision-making among employee as it makes them happy and strengthens their job satisfaction. Effective decision making can be done by always seeking the opinion of the employees before making decisions that affect them and their tasks.

- ii. They should improve on employee training and development because this helps to equip the employees with the requisite knowledge to perform assigned task. This will boost employee's confidence, improve their performance and increase job satisfaction. This can be done by constantly assessing the training needs at regular interval.
- iii. There should be culture that emphasizes POS because where the employees believe that the organization will support and treat them favourably, they will feel satisfied working in such a place. By implication, the creation of an all-inclusive social exchange interpretation is based on the maxim that an employee draws deductions on support level they receive from organizations and respond accordingly.

Contribution to Knowledge

This study draws its distinctiveness by empirically examining explicitly the link between HPWS and EJS in food manufacturing companies in Port Harcourt, Rivers State, Nigeria using Pearson's Product Moment Correlation coefficient and multiple regression aided by SPSS. This study has both theoretical and practical implications. Practically, this study provides empirical evidence on the importance of HPWS on job satisfaction of the employees of manufacturing companies in Port Harcourt, Rivers State. The study displays that HPWS is critical to job satisfaction of the workers in the manufacturing sector. This study also provides information on how manufacturing firms can boost the general job satisfaction of the employees through pay and promotion of the employees. Theoretically, this study added to literature by providing a robust review on the concepts of HPWS and employee job satisfaction. Also, the study confirms the findings of other studies. Likewise, the study examined the theories of AMO theory (Opportunity to participate, Ability as well as Motivation) and Componential Theory of Job satisfaction and demonstrates how manufacturing firms can incite satisfaction on their employees.

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