



## Regression Analysis on Human Resource Management Practices and Job Satisfaction in the Public Service Organization

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### Abstract

The study aimed to examine the impact of human resource management practices on job satisfaction among public service employees. A total of 150 respondents were selected, with 125 participants responding. Data collected were analyzed using SPSS software, presenting the results in frequencies and percentages. Multiple regression analysis was used for inferential analysis. Job satisfaction was the dependent variable, while promotion, compensation, work environment, and training and development were the independent variables. The findings revealed that work environment and promotion were ranked as the second most provided human resource management practices, while training and development were the most highly practised and provided in public service organizations. The results indicated that most public service employees were satisfied with their jobs, with work environment, compensation, and promotion positively influencing job satisfaction. Public service organizations should establish monitoring systems to understand their personnel better and find innovative ways to enhance employee motivation. This study is among the first to explore the impact of human resource management practices on job satisfaction in Ghanaian public service organizations, offering a new perspective on this area of research.

**Keywords:** Human Resource Management Practices, Compensation, Training and Development, Promotion, Work Environment, Job Satisfaction.

## 1. Introduction

Human Resource Management (HRM) could be a planned approach to effectively managing people in a firm. HRM is to empower the business to realize its intent. In the domain of commercial organization, the ultimate goal is to make a profit. Public organizations carry out tasks on behalf of society with the ultimate goal of improving quality of life. Local government organizations are mandated to develop their localities. Organizations can be understood as tools or instruments for achieving specific goals (Attrams, 2013; Sarfo et al., 2024). Managing a business entity's human resources is an extensive area in academic and corporate fields. This is because every organization's human resource is an essential asset. Through employees, the organization will be able to meet its objectives. Besides, they are the most difficult resources to manage in an organization. For this reason, employees' job satisfaction is required to ensure that an organization is successful. Job satisfaction is an employee's emotional mood and response to their work. It is the result of opinions that enable self-actualization of one's critical professional values as long as they relate to one's desires. Because it is a worker's general attitude, it is characterized by techniques for wages, working conditions, management, promotion and social relationships, talent identification, personal qualities, and cluster interactions other than working life. Job satisfaction can be a reasonable consideration in behavioural and organizational science (Attrams, 2013).

Satisfaction with a job brings many advantages to a company in achieving its goals once workers are happy with their work. They become even more focused and loyal to the company, sometimes protecting its clue from security breaches (Popoola, 2009). Satisfaction with the job encourages employees to be innovative and creative and develop ideas that improve organizational quality and performance. It results in a high retention level because it is challenging for a job-satisfied worker to leave and look for alternative jobs elsewhere wilfully (Yo & Supartha, 2019). Job dissatisfaction has a significant negative impact on organizations because it can result in low levels of cooperation. Employees tend to

consider other job prospects which will provide them with satisfaction and thus abandon the immediate profession with their expertise (Coomber & Barriball, 2007). The level of job satisfaction may also contribute to disastrous behaviours such as absenteeism, tardiness, pilfering, etc., resulting in little output.

Hence, if the job satisfaction concerns are not addressed suitably, it should hurt the organization. It is worth noting how a chosen work affects one's job satisfaction. If one chooses a job that meets the values and needs, there are clear steps that one is happy with, and vice versa (Ansong, 2018). Keeping employees satisfied is challenging for organizations; thus, many organizations face the problem of voluntary turnover (Mitchell, 2009). This is due to numerous reasons, which include manager-worker relations, variations within the level of employer-employee expectations, accessibility of the proper skills in some fields, and high prices related to hiring new skills. To enhance the high rates of worker retention, there is a need for human resource managers to implement strategic measures directed at satisfying their employees. Some factors affecting job retention include the organization's rewards, working conditions, image, performance recognition, and learning opportunities (Nabi et al., 2016). Human resource management practice policies ensure the overall management of employees by addressing job interviews, recruitment, choices, guidance, compensation, performance analysis, training, and development and labour relations issues (Nieto, 2014). The policy provides guidelines for selecting the right employee for the right job. It defines measures to have employees involved and devoted to the business entity (Tonui, 2017). The policy also contains retention strategies that encourage employees to feel comfortable at work toward achieving the organization's goals (Abraham K., 2016). Human resource management focuses on the following goals: structure efficiency, human development management, data management, employee recognition, encouraging employers, and meeting various needs (Abuhantash, 2019; Armstrong, 2006). The study took a critical interest in employees and the management of public service organizations. This study focused on human resource management practices (HRMP) that influence job satisfaction. The research aimed to determine the impact of HRMPs on the job satisfaction of public sector employees.

## **2. Literature review and theories of the research**

### **2.1 Maslow's Hierarchy of Needs**

Abraham Maslow developed this concept in 1943. This theory was based on humanist psychology and clinical practices. The theory is of the view that the needs of people range from basic needs to high needs. These needs are organized in a physiological, safety, social, esteem, and self-actualization hierarchy, which are all examples of desires. The theory believes that once one level of those desires is satisfied, it will no longer be encouraged. For this reason, the next higher level of desire would have to be initiated to inspire the individual's level of satisfaction. Failure to achieve the current need may adversely affect the achievement of the next higher need and the level of satisfaction (McLeod, 2007). This theory was adopted for this study as organizations need to implement policies that meet their employees' needs and enhance their satisfaction with their jobs.

### **2.2 Herzberg's Two-Factor Theory**

Late in the 1950s, Frederick Herzberg pioneered this concept. It is the most readily applied theory in studying employee job satisfaction. According to Hyu, two factors can lead to worker satisfaction or dissatisfaction with their jobs (Hyun et al., 2009). Once options are improved, they need to limit employees' job dissatisfaction. This theory was adopted for this study as organizations needed to analyze the elements that caused job satisfaction and job dissatisfaction among their employees. Based on the analysis, they needed to implement policies to increase their workers' job satisfaction.

### **2.3 The Concept of Human Resource Management Practice**

Omar defined human resource management practices as rules and actions practised by organizations to fascinate, encourage, keep, and develop staff (Omar et al., 2017). Nieto indicated that some policies and actions include compensation, orientation, training development, job analysis, industrial relations, and performance evaluation (Nieto, 2014). (Lama, 2022) also added that policy and philosophy, recruitment and selection practices, human resource designing, compensation practices, worker performance analysis practices, self-confidence, safety and self-actualization or social security, placement practices, training practices, worker complaints, promotion form, emancipation, and motivational forces utilizing human resource management practice. Human resource management practice benefits the organization by providing effective measures to exploit the abilities of its employees. In a nutshell, it improves the productivity of the organization. It remains imperious for a firm to have sustainable and effective human resource management to achieve its strategic visions (Jeet & Sayeeduzzafar, 2014).

### **2.4 The Concept of Job Satisfaction**

Over the last two decades, there has been a surge of interest in job satisfaction. While the concept exists widely in literature, there has yet to be an agreed-upon definition. According to Holopainen and Suslova (2019), Job satisfaction is a pleasant sense caused by the recognition that work is satisfied. Hamzah and Matkhairuddin (2022) defined job satisfaction as an entity's inner retort to work and the work environment, including attitudes and labour evaluation.

According to them, each individual had a specific level of satisfaction based on the value system that was applied to them. Adnan et al. (2011) outlined job satisfaction as a sense that pedigree or disapproved staff associated with their job.

Kocman and Weber (2018) outlined job satisfaction as the attitude of employers concerning their jobs. Judge et al. (2020) argued that job satisfaction across various employees might need to be more consistent as they could be related to several factors. As job satisfaction factors, Saharuddin and Sulaiman (2016) considered turnover, attendance at work, age, degree of employment, and organization size. Adnan et al. (2011) also classified job satisfaction under the following job-related factors: salary/wages received, career development opportunities, relationships with alternative staff, job placements, occupations, the structure of the corporate, and quality of the management. He also classified job satisfaction into the following personal factors: age, health conditions, abilities, and education. According to Odoro-Owusu et al. (2010), job satisfaction factors embody labour, stipend, management, sharing, administrative assurance, and location. Knowing these factors allows managers to predict employees likely to exhibit dissatisfaction.

At the same time, members are not satisfied with their jobs when they do not like them, and the circumstances surrounding the job do not meet their expectations. For this reason, employees in the ideal situation work while ensuring that their work and its circumstances meet their expectations (Razak et al., 2018). Therefore, keeping employees satisfied with their jobs must be considered an essential priority for employers and human resource managers (Picho, 2014).

## 2.5 The Impact of Human Resource Management Practices on Job Satisfaction

The study reviews the empirical literature on the impact of compensation on job satisfaction, development and training on job satisfaction, the impact of the work environment on work satisfaction, and finally, how promotion impacts employees' job satisfaction.

## 2.6 The Impact of Promotion on Job Satisfaction

(Malik et al., 2012) conducted a study to determine the impact of promotion on job satisfaction at the Higher Education Institutes of the Islamic Republic of Pakistan. The results indicated that promotion weighted job satisfaction. Whereas it had an outcome on job satisfaction, it had less informative power due to the beta coefficient of this variable not being significant. They argued that alternative factors like job security, work atmosphere, fringe advantages, and supervision might have an improved informative power in their context. So, there was a necessity for more studies to analyze the opposite factors. The results of his study indicated that employers could also use promotions to lift employee satisfaction. Workers who felt they might be promoted within a few years conjointly appeared to have greater job satisfaction (Ali & Ahmad, 2017).

Noor et al. (2015) conducted a study to determine the influence of vocational Promotion on West Pakistan's KPK University job satisfaction. After they had been identified, University employees in KPK Province were confronted with human resource management-related challenges. They gathered data and coded them into the SPSS Software for analysis. Their report indicated that promotion significantly affected job satisfaction. Mustapha and Zakaria (2013) conducted a study to determine the impact of promotion chance satisfaction with instructors' work at four publicized universities in Kelantan, Malaysia. They adopted the systematic random technique. Quantitative information was composed of 320 instructors. Results of the work point out an essential progressive connection between promotion likelihood and job satisfaction. However, they recommended that organizations consider promotion an essential variable toward job satisfaction to retain their talented employees. The researcher proposes the following hypotheses based on their argument that there is a correlation between getting a promotion and being satisfied in one's job:

H1: Promoting employees is a key factor in making them satisfied at work

## 2.7 Training and Development's Influence on Job Satisfaction

Schmidt (2007) conducted a study to work out the link between satisfaction with geographical point training and overall job satisfaction. The outcomes of his work indicated a significant connection between fulfilment with geographical point training and overall job satisfaction. Time for training methodologies was a key element they measured in their study. These items are statistically crucial for work satisfaction. Shelton (2001) conducted a study to determine worker development programs' impacts on job satisfaction. The outcomes of his work showed that employee development had a positive influence on worker satisfaction. Chaudhary conducted a study to find the link between training and job satisfaction in education. Their work outcomes strongly correlated with education, training, and work satisfaction. The results also showed that university members who participated in the training series felt they improved their spaces of function and capability. It also helped raise awareness among colleagues and management. Faculty members could also input their understanding and capability through training and capacity building. Therefore, they argued that this was the basis of work satisfaction.

Anwar and Shukur (2015) studied the effect of training and development on work satisfaction in Erbil's private banks. Their study indicated that training and development were considerably related to Job satisfaction Managers must know the desirable competency, skill, and level during training. This could have an appreciable impact on job satisfaction. He also pointed out that managers needed to value training as it was an asset for the organization (Akhter et al., 2016). The researcher proposes the following hypotheses based on their argument that there is a correlation between getting training and development and being satisfied in one's job:

H2: Training and development of employees do not significantly impact job satisfaction.

## 2.8 The impact of compensation on job satisfaction

Darma and Supriyanto (2017) conducted studies on the power of compensation for career satisfaction in Metal Element Telecommunications in the Republic of Indonesia. The study's results indicated that compensation had an immediate and vital impact on worker satisfaction. They additionally indicated that compensation within the variety of remuneration, earnings, extras, travel programs, and vacation stipends had a progressive impact on worker satisfaction. They concluded that corporations would increase their employees' job satisfaction by providing higher compensation. A Yamoah (2014) study focused on exploring Compensation and worker Job Satisfaction. His study additionally investigated the impact of compensation on worker satisfaction. The information was amassed and evaluated by descriptive indicators. Outcomes of the work indicated there needed to be an essential connection between compensation and work satisfaction among the staff.

Bilal (2012) surveyed to explore the weight of compensation on the satisfaction of jobs for college graduates. He administered questionnaires to a sample of one hundred (100) managers from different national capital public and personal universities and Rawalpindi. The results of his study indicated a positive connection between compensation and job satisfaction. The researcher proposes the following hypotheses based on their argument that there is a correlation between getting training and development and being satisfied in one's job:

H3: Training and development of employees do not significantly impact job satisfaction.

## 2.9 Influence of work environment on the satisfaction of a job

Dilani and Pandey (2022). Conducted a study to visualize the impact of work environment on job satisfaction in noble metal Djakarta Tourisindo, Indonesia. The results of their study indicated that job setting had an immediate impact on job satisfaction. He advocated that work setting has become an unknown variable necessary for amassing satisfaction, which has been imperative for employers and human resource managers to form causative work environments for workers.

Osibanjo et al. (2014) surveyed to find out more about the influence of the working atmosphere on career satisfaction. The study's outcomes showed that labour, anxiety, apathy, and overtasking increase employee dissatisfaction with work. They, therefore, concluded that workers' productivity was determined by associate degree undue level on the environment within which they work.

A study was conducted by Tio (2014) to check the influence of work settings on work satisfaction. Findings indicated that the environment at work substantially impacted worker job satisfaction. He thus concluded that to improve a company's employee job satisfaction, the employers and human resource managers must see to the work environment they provide for employees. The researcher proposes the following hypotheses based on their argument that there is a correlation between getting training and development and being satisfied in one's job:

H4: The working environment of employees significantly impacts job satisfaction.

## 3. Methods

A descriptive analysis design was implemented for this work. This assisted in looking at the participants' current attitudes, beliefs, opinions, experiences, profiles, and practices (Creswell & Zhang, 2009). It helped provide an additional correct and significant image of the event and seeks to elucidate the influence of human resource management practices on job satisfaction. This permits in-depth follow-up queries and issues that need clarification to be explained. The most significant advantage of descriptive survey design is that it can produce loads of knowledge from quite a massive sample of respondents. Qualitative data was also gathered as a follow-up to the quantitative data gathered. The study comprises public service management and employees. Two main sampling procedures were utilized in the work. They were purposive sampling and simple random sampling. Purposive sampling is a despondent selection where the researcher relies on discretion when choosing people in the populace. Purposive sampling is instrumental in identifying key stakeholders in a case analysis. This technique was used to identify managers to provide us with data since managers of Savelugu District are limited. Still, they provide significant data to achieve part of the study's objectives. The researcher also considered this technique an effective way to gather in-depth data.

Participants from employees were selected from the surveyed population using a simple sampling technique. This was to ensure that all participants in the study population were equally likely to be selected for the study. The researchers used

the lottery technique to test participants. This means that the researcher randomly picked participants who expressed their desire to participate in the study. All participants who picked odd numbers formed the sample.

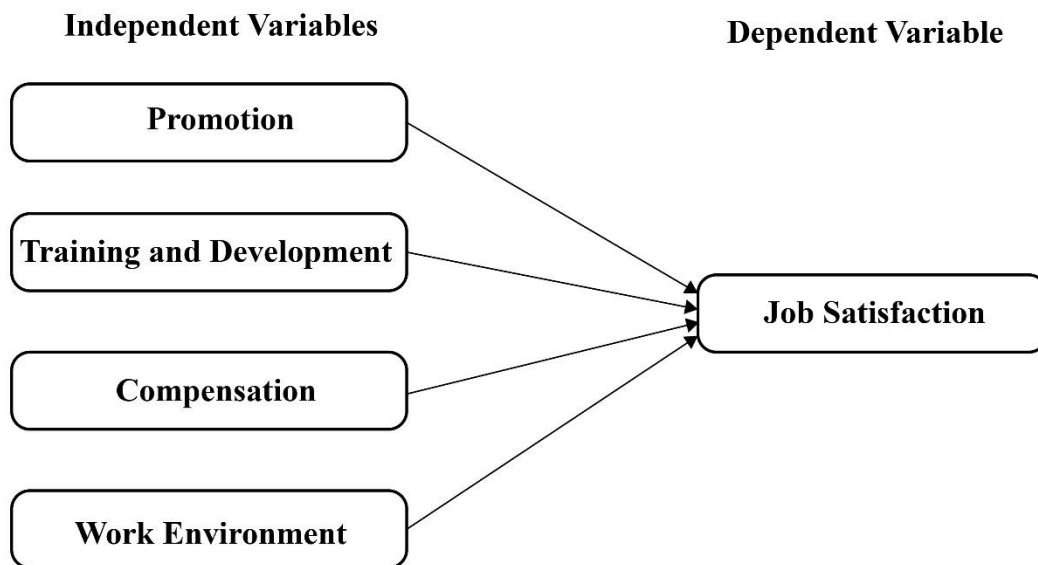
A total sampling size of 150 participants was selected for this study, of which 125 responded. Seven participants out of this sample were made up of the District Chief Executive, the District Director of Ghana Education, the District Director of Ghana Health Service, the District Police Commander, the District Director of Ghana Statistical Service, the District Director of Fire Service, and the District Director of Internal Revenue Service. They constitute the management of public services. The remaining 118 participants were employees of the Ghana Education Service, Fire Service, Police Service, District Assembly, Ghana Statistical Service, Ghana Health Service, and Internal Revenue Service.

### 3.1 Theoretical Framework for the Study

Two sets of variables were investigated within the study. They embodied Human Resource Management Practices and Job Satisfaction. Job satisfaction is the dependent variable, whereas employee working environment, compensation, training and development, and promotions are independent variables. These variables were chosen based on the critical motivational theories that organizations need to ensure the satisfaction of employees' jobs. As such, Maslow's Hierarchy of Needs and Herzberg's Two-Factor theories were examined. Maslow argued that lower-level needs are first satisfied before the next higher-level need would motivate employees (McLeod, 2007).

Herzberg found that areas attributed to increased motivation are an individual's performance quality, personal recognition, feedback, feelings of fit to the work, level of responsibility, and growth and advancement opportunities.

The theories highlighted various factors that motivate employees and how to structure their work accordingly (Singhapakdi et al., 2015). Training and development, promotion, work environment, and compensation satisfy the employees' physiological needs, safety and security, and belongingness based on Maslow's Theory of needs (McLeod, 2007). Herzberg's theory implies that motivation, such as training and development, promotion, work environment, and compensation, can only be increased through fundamental changes in an employee's job, which produces job enrichment (Nickerson, 2021). The theoretical model was developed to demonstrate the impact of human resource management practices on employees' performance.



**Figure 1** Study Variables

### 3.2 Study Model

Multiple regression was used to analyze the data to ascertain the effect of human resource management practices on job satisfaction. This assisted the researcher in presenting descriptive analysis and in developing Odds Ratios, Confidence Intervals, and P values from a Multinomial Regression to produce an Inferential Analysis.

The study model is depicted as follows:

$$Y = \beta + \beta_1 (\text{Work Environment}) + \beta_2 (\text{Compensation}) + \beta_3 (\text{Training \& Development}) + \beta_4 (\text{Promotion}) + \mu$$

Where:

Y = Job Satisfaction

$\beta$  = Intercept

$\beta_1$  = Coefficient of Work Environment

$\beta_2$  = Coefficient of Compensation

$\beta_3$  = Coefficient of Training and Development

$\beta_4$  = Coefficient of Promotion

$\mu$  =Error Term

## 4. Empirical Results Analysis

### 4.1 Characteristics of Respondents

The respondents in this study were characterized by their public service organization, age, gender, educational completion, and work experience. The sample included employees from various public service organizations: 51 employees from the Ghana Education Service (40.8%), 22 employees from the Ghana Health Service (17.6%), one employee from the Ghana Ports and Harbors Authority (0.8%), and one employee from the Forestry Commission (0.8%). The Sevelugu District had a significant presence of Ghana Education Service and Ghana Health Service employees. Regarding age, the majority (68.6%) of respondents were between 18-30, with only a tiny percentage (1.6%) in the 41-50 age range. Regarding gender, 39.2% of respondents were female, and 60.8% were male, indicating a male-dominated workforce. Educationally, 68.8% of respondents had completed at least a first degree, while only 1.6% had attained a PhD. Regarding work experience, 52% had served between 1-5 years, while 10.4% had worked between 6-10 years, with most employees having less than six years of service.

### 4.2 Presentation of Findings

#### 4.3 The model Summary

The multinomial regression model was employed to finally evaluate the impact of human resource management practices on the job satisfaction of public service employees. The regression findings are presented in Table 1 to Table 3.

From Table 1, the model had a correlation coefficient of 0.725. This specified a 72.5% positive correlation between the practices in human resource management and job satisfaction in public sector organizations. It also indicated an adjusted R Square of 0.509, signifying that human resource management practices explained 50.9% of the variation in job satisfaction, making the model a good fit.

**Table 1: Summary of Model**

| Correlation Coefficient | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------------------------|----------|-------------------|----------------------------|
| 0.725                   | 0.525    | 0.509             | 0.29060                    |

#### 4.4 Coefficients of Regression

According to Table 2, training and development had a p-value (0.240) greater than 0.05. For this reason, it was not statistically significant. Therefore, training and development had no impact on job satisfaction. The work environment had a p-value of 0.000. This was less than 0.05. For this reason, it was statistically significant. Therefore, the work environment had an impact on job satisfaction. The work environment had a coefficient of 0.285. The coefficient explains that the working environment had an affirmative relationship with job satisfaction. It also meant a unit change in the work environment resulted in a 28.5% increase in job satisfaction. Compensation had a p-value of 0.018. This was less than 0.05. For this reason, it was statistically significant. Therefore, compensation had an impact on job satisfaction. Compensation had a coefficient of 0.090. The coefficient meant that compensation had a positive relationship with job satisfaction, which means that a unit change in compensation resulted in a 9% increase in job satisfaction.

The promotion had a p-value of 0.003. This was less than 0.05. For this reason, it was statistically significant. Therefore, the promotion had an impact on job satisfaction. The promotion had a coefficient of 0.283. The coefficient meant that promotion had a progressive connection with job satisfaction, which means that a unit change in the work environment resulted in a 28.3% increase in job satisfaction. From the results of the empirical model, the linear regression equation is written as below;

$$\text{Job Satisfaction} = 0.771 + 0.285 (\text{Work Environment}) + 0.090 (\text{Compensation}) + 0.283 (\text{Promotion})$$

**Table 2 Coefficients of Regression**

|                                   | Unstandardized Coefficients |            | Standardized Coefficients |       |         | 95% Confidence Interval for B |             |
|-----------------------------------|-----------------------------|------------|---------------------------|-------|---------|-------------------------------|-------------|
|                                   | $\beta$                     | Std. Error | Beta                      | t     | p-value | Lower Bound                   | Upper Bound |
| <b>Intercept</b>                  | 0.771                       | 0.153      |                           | 5.053 | 0.000   | 0.469                         | 1.073       |
| <b>Work Environment</b>           | 0.285                       | 0.052      | 0.441                     | 5.431 | 0.000   | 0.181                         | 0.388       |
| <b>Compensation</b>               | 0.090                       | 0.037      | 0.201                     | 2.402 | 0.018   | 0.016                         | 0.163       |
| <b>Training &amp; Development</b> | 0.127                       | 0.108      | 0.091                     | 1.181 | 0.240   | -0.086                        | 0.341       |
| <b>Promotion</b>                  | 0.283                       | 0.094      | 0.208                     | 3.010 | 0.003   | 0.097                         | 0.469       |

#### 4.5 ANOVA

Table 3 indicated an F statistic of 33.170 and a significant p-value 0.000. A linear relationship existed between human resource management practice and job satisfaction.

**Table 3 ANOVA**

| Model             | Sum of Squares | df  | Mean Square | F stat | p-value |
|-------------------|----------------|-----|-------------|--------|---------|
| <b>Regression</b> | 11.204         | 4   | 2.801       | 33.170 | 0.000   |
| <b>Residual</b>   | 10.133         | 120 | 0.084       |        |         |
| <b>Total</b>      | 21.338         | 124 |             |        |         |

#### 4.6 Discussion of Findings

The study detailed significant literature-related results in this area. The study examined how HRM affects job satisfaction. In this study, the working environment in the public sector organizations was quite conducive. Work environment and promotion were the second most common HRM practice. Job satisfaction improved. This result was consistent with the works of (Dilani & Pandey, 2022; Osibanjo et al., 2014; Tio, 2014), and (Razik, 2015). Dilani and Pandey (2022) Studied the effect of the work environment on job satisfaction at P.T. Jakarta Tourisindo in Indonesia. Employers and H.R. managers must develop conducive work conditions, they said. Osibanjo et al. (2014) Studied the impact of work environment on job satisfaction, stress, overtime, workload, weariness, and boredom, increasing worker unhappiness. Noble working environments, health, Etc., boosted job satisfaction. They conclude that employee performance is affected by the work environment. In Tio (2014), the work was to determine the effects of the working environment on PT.B. employee satisfaction. Companies and H.R. managers must focus on the work environment to boost employee job satisfaction. Raziq and Maulabakhsh (2015) surveyed bankers, university students, and telecom workers. As competition rose and the business climate was dynamic and challenging, employers and managers needed to develop a favourable work environment to attract and retain talent. Employees were worried about their workplace. Their work environment includes hours, co-workers, and executives. Public servants enjoyed good working conditions. The researcher was not surprised that it increased employee job satisfaction.

Bilal (2012) studied university teachers in Islamabad and Rawalpindi. He surveyed 100 communal and non-communal university managers. His study found a link between pay and job happiness.

The research undertaken by Darma and Supriyanto (2017) contradicted these results. The study examined pay and job satisfaction. The survey analysis indicated no link between employee pay and job satisfaction. Their study analyzed descriptive indicators. They used Pearson's chi-square test in their investigations. Compensation boosted employee performance. In the public sector, organizations were paid less. Most public service organizations practised training and development to indicate job satisfaction. Job satisfaction was unaffected. This contradicted the study of (Anwar & Shukur, 2015; Chaudhary & Bhaskar, 2016; Osibanjo et al., 2014; Picho, 2014; Schmidt, 2007; Shelton, 2001) and (Akhter et al., 2016)

Schmidt (2007) wanted to find a link between job and workplace satisfaction. He studied training time and methods. These factors boosted job satisfaction. Shelton (2001) studied the effects of servant development programs on job satisfaction. His research found that employee development programs helped workers dedicate their utmost support to

their companies. Sahinidis and Bouris (2008) examined the relationship between worker training value and job satisfaction in Greek enterprises. Training efficacy affected job satisfaction, according to their study. Chaudhary and Bhaskar (2016) studied the impact of development and training on job satisfaction in the education sector. Faculties engaged in training and capacity building perceive it will improve their efficiency and capability. It boosted co-workers' and managers' awareness. They argued that this led to job satisfaction. Anwar and Shukur (2015) studied the effect of development and training on personal bank job satisfaction. Their analysis found a relationship between employment growth and fulfilment. There was also a correlation between staff training and work satisfaction in Uganda. According to his study, staff growth and job satisfaction have a weak but positive relationship.

Osibanjo et al. (2014) study said managers must know training competency, skill, and level as it could affect job satisfaction. The study also said managers should view training as a company asset. Akhter et al. (2016) study examined how growth and training affect job satisfaction. A t-test showed that exercise and change affect work satisfaction.

Public service groups prioritized development and training. Contrary to current literature, the researcher was surprised that it did not affect employee work satisfaction. Promotion and work environment are the second most common HRM practice. Within the public servants, promotion has remained an organizational cultural characteristic that has contributed to workers' happiness over the years. The study of (Ali & Ahmad, 2017; Malik et al., 2012; Mustapha & Zakaria, 2013; Noor et al., 2015), and (Naveed et al., 2011) are in support of our findings. Malik et al. (2012) wanted to explore the impact of promotions on worker satisfaction using educational institutes as a case study. Promotion affected work satisfaction, but the beta factor was not substantial; therefore, there was little explanation. They started new issues like employment safety, work environment, and interests may have better accountability. Further investigations were needed to evaluate additional aspects. Ali and Ahmad (2017) studied how promotion affects job satisfaction. The research used the 1996-2006 NLSY79 dataset. The research shows that promotion can boost employee happiness. Employees who believe they can be promoted within a limited time (say two years, per the organization's regulations) are considered to remain happy with their jobs.

Noor et al. (2015) studied career promotion and satisfaction in universities. They did this after noticing that university personnel in KPK Province faced H.R. management issues. They coded data for SPSS analysis. Promotion increased job satisfaction, according to their report. Mustapha and Zakaria (2013) examined the impact of upgrading probability on teachers' work satisfaction in four Malaysian communal universities. They used randomization. Their analysis suggested that public institutions consider advancement a key to job happiness. Naveed (2011) wanted to explore if promotion affected job happiness. Their study focused on Lahore, Pakistan's glass workers. Their study found that promotion improved job satisfaction. Most public service agencies had practical and attractive promotional schemes in place. The researcher was not surprised that it increased job satisfaction.

## Conclusion

This study aimed to assess job satisfaction among public service employees. The findings revealed that most employees were satisfied with their jobs. The work environment was generally considered good, and both work environment and promotion were ranked as the second most frequently provided human resource management practices. Compensation was provided at an average level and had a minor impact on job satisfaction. Training and development, on the other hand, were the most frequently practised and provided human resource management practice. Despite being widely available, training and development did not significantly impact job satisfaction. Promotion, compensation, and work environment were all found to affect employees' job satisfaction positively. As measured in this study, human resource management practices accounted for approximately 50% of the variation in job satisfaction.

## 5.1 Implications for Future Research

Based on the study's findings, several recommendations are offered. While training and development were the most prevalent human resource management practices, their impact on job satisfaction was minimal, which warrants further qualitative research to explore the underlying causes of this discrepancy. The study highlighted that compensation positively affected job satisfaction, aligning with other research that suggests the importance of a strong human resource management system in public sector organizations. Therefore, future research should explore other contributing factors to job satisfaction, as the practices examined here only accounted for about half of the variations in job satisfaction. Given the positive influence of compensation, public service organizations should consider increasing employee pay. Further research is needed to understand better the other factors influencing employee job satisfaction and establish monitoring systems that can improve organizational understanding of personnel and help identify innovative ways to motivate employees.

## 5.2 Limitations

The main limitation of this study was the sample size, as it was challenging to obtain responses from most employees in public service organizations. Despite this, the study employed reliable scales and measurement tools to ensure accurate data collection, reflecting the researchers' commitment to selecting appropriate instruments for the study's variables.



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