

Impact of HR Policies and Practices on Employee Job Satisfaction: Evidence from Pakistan Telecommunication Ltd (PTCL) Hyderabad, Pakistan

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Abstract

Aim - This research highlights the HR policies and practices in terms of compensation and performance evaluation and its impact on employee job satisfaction. This study will fill the gap in the literature by providing information on compensation and performance functions of human resource.

Design - In this research descriptive design is taken in the collection of bias-free data. A sample of 42 respondents was taken into consideration from different management level of PTCL such as top, middle and lower level and the target population of this study was human resource department, management, and administrative staff. To collect the required information closed-ended questionnaire was used and were divided into three part; initially questionnaire identify the demographic factors of the respondents, then highlight the Likert scale options 1 being strongly disagreed and 5 strongly agree.

Findings - In findings of this research we highly recommend the management to have fair and equitable compensation policies and establish performance evaluation system which can reduce to biases at all levels.

Introduction

The human resource of an organization is considered the valuable and competitive advantage over its competitor because of its commitment to towards organization; it is used as a strategic weapon by the organization to widen its market place and increase its market share. Therefore, the competitiveness of any organization depends on the HR policies and practices that affect the job satisfaction of employee. (Lamba, S., and Choudhary, N., 2013). Human resource policies can affect employee motivation and job satisfaction

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positively and negatively. If employees are satisfied with their human resource policies and practices in the organization, then they will be committed and motivated enough to achieve organizational objectives and goals. (Danish, R.Q, & Usman, A., 2010). HRM practices and employee job satisfaction is the substantial side which needs to be explored as so far researchers have covered the aspects of reward and recognition, training and development and job security. Organization a smaller amount of consideration is given to employee attentiveness towards (compensation practice, performance evaluation policies and employee skill development). Many studies have shown the aspects of HR practices and perceived employee performance but missed the aspect of employee job satisfaction (Khurram, S., & Sajid Bashir, 2008). This study will fill the literature gap by highlighting the compensation practice and policies, performance evaluation policies which are considered as a predictor of Employee job satisfaction. There are ten common HR practices which are found in organizations such: recruitment and selection, training and development, compensation management, performance evaluation, grievance system, pension and social security, health, and safety practices, employee promotion and employee placement technique. (Tessema, M. and Soeters, J, 2006).

Policies are made by the organization to make an effective decision as a part of the system. It supports and affects the performance, relationship, resource, and functions of organizations. It defines the rules, values, and procedures to guide and handle certain related to human and systems. (Memon, S.B., Panhwar, A.I. & Rohra, L.C., 2010). Every organization consists of the diverse human resource so organization set policies which best suit their cultures and practices. These policies are written in policy book and effectively communicated to an employee working in each department if there is any change in policy then policy is improved as per the requirement and need of time which truly replicate the changing condition in the organization. (Kwenin, D.O., Muathe, S., & Nzulwa, R, 2013). Human resource department is responsible for making and executing policies associated to the management of people working in an organization, with such policies organization understand the aspect of employee management in an organization using HR practice like training and development, salary and compensation, health and safety. Recruitment policies of HR cover the rules, regulation, and procedures of hiring a competent employee to can achieve the objectives and goals of the organization. At first, the vacancy is identified with the help of respective managers then it is advertised with the deadline to collect resume and then start screening the best resumes from the pool of candidates. Job description highlights whether the job is full time, part time or temporary. Organizations have to follow the recruitment policies keeping in mind the industrial and labor laws. (Memon, S.B., Panhwar, A.I. & Rohra, L.C., 2010)

Organizations design human resource policies and practice them in every aspect that is related to the effective management of employees' in the organization. Policies in the HR function of compensation are managed by the salary administrator. The different organization has different criteria to allow compensation to employees, therefore, policies work as a guideline and serve information to the manager in terms of salary scale or identify various pay scale which serves a various purpose as per conditions. These guidelines serve different pay features such as paid and unpaid holidays, maternity leaves sick leave and injury during work. Moreover, organizations also pay attention to health and safety measures to ensure a good and safe working environment along with a number of other benefits like health insurance, retirement plan, medical compensation, and pension policies. (Terera, S.R., & Ngirande, H, 2014)

Human resource policies and practices are very essential for the personal and professional growth of the workforce in any organization. However, often we hear a complaint from an employee in this aspect due to lack attention from organization side as they just focus to make happy the external stakeholder at the cost of the motivation of internal stakeholder (employee). (Alderson, A. S., Beckfield, J., & Nielsen, F., 2005) proves that organizational resource and time is bifurcated on the basis of inequality. Therefore, workforce organizational commitment is affected due to unfavorable compensation and performance appraisal policies and practices that result in a lower level of employee satisfaction.

Past researches investigate the strong bond between human resource policies and employee satisfaction for organizational success (Vikram Jeet, Dr. Sayeeduzzafar, 2014) outcomes of this work highlight the variable (recruitment selection, training and development, and job security) contribution towards employee satisfaction. (Kwenin, D.O., Muathe, S., & Nzulwa, R, 2013) explored the impact of human resource policies and practice in Vodafone Ghana telecom ltd on employee reward and recognition on employee job satisfaction. Therefore, still, there are other variables (compensation, performance and skill development) which need to highlight to investigate their impact on employee satisfaction. Hence this research will response the questions on human resource policies and practices that influence employee satisfaction at the workplace.

Research Objectives

- To observes the relationship HR policies and practice in PTCL.
- To examine the impact of compensation on employee satisfaction.
- To inspect the influence of Performance evaluation on employee satisfaction.

Literature Review

Human Resource and Job Satisfaction

Human Resource Management is truly focused on the human side of an organization to build a strong bond of relationship with its workforce. Human Resource ensure that all the employees working in or outside the organization premises are safe, happy and motivated enough to achieve organization objective effectively and efficiently. The successful organization always try to create a workplace where employee get rewarded with monetary and non-monetary rewards, and to do so they establish to evaluation system which can identify the best talent of the job from hiring, training and developing the workplace which is committed to their job. (Terera, S.R., & Ngirande, H, 2014)HRM is involved interconnected activates like training and development of employees to ensure that employee is given adequate training to perform their present job and gain satisfaction, compensation, and benefits are also provided by the organization to fulfill the monitory expectation of employees, performance evaluation or appraisal is another domain of HRM in which employee is evaluated on their job or tasks and if real performance is discrepant to expected performance than employee is given more training to fill the gap in performance. (Armstrong M, 2006) The main purpose of Human Resource is to confirm that all the workforce is satisfied and achieving the departmental and ultimately organizational goals effectively.

Job satisfaction of employees is a very important aspect of the job as it grades to which employee feel or experience happiness towards with his/her job. (Padala, S.R, 2011). The employee gets satisfaction from the job, not in terms of money only, but also organizational culture and workplace policies do affect the satisfaction level of employee positively or negatively. It is basically the gap between the contribution made by the employer and the output received by the employees from the job itself. Job satisfaction of employees shows very important indicators in terms of culture, health, performance, and sustainability of the organization. If there is any discrepancy in any of the given domain so the organization can make improvement by implementing human resource policies and practices. (Majumder, T. H., 2012) Therefore, when an employee is satisfied at the workplace he is more productive, more creative and more committed to his /her work. Whereas negative and unfavorable work environment and human resources policies affect the job satisfaction of employees which ultimately affects the monetary accounts of the organization.

Studies show the importance of many others aspects of managing and satisfying the human resource but the employee retention seems to be a vital activity for the organizations to continue to achieve its organizational goals (Mello, J.A., 2007). Therefore, human resource policies and practices play their main role in making the

workforce productive and happy. Organizations that follow employee-oriented policies and practice are using its workforce in way more effective ways by providing equitable compensation and benefits structures, personal and professional programs for employee growth, favorable working conditions, opportunities to avail promotion chance and get effective training to perform the present job effectively and efficiently (Memon, S.B., Panhwar, A.I. & Rohra, L.C, 2010)

Competitive organizations make effective human resource policies and turn them in to practice to increase the job satisfaction of employees at the workplace. It not only creates positive feeling but also enhances employees trust in the organization (Memon, S.B., Panhwar, A.I. & Rohra, L.C., 2010). Studies show that employees job satisfaction is low when there is a discrepancy in employees expectations and human resource policies and practices. Therefore, it is very important for the organization to and understand and enrich the KPIs (knowledge, skills, and abilities) of the employee as per the culture and goals of the organization.

Compensation and Employee Job Satisfaction

Compensation function of human resource engage the workforce in the job, in case of service industry if the employee is happy and satisfied with his job then manager or organization does not need to worry about the happiness of customers. Employees feel de-motivated or unsatisfied with the job when they don't get the fair amount in the organization against the services rendered by them. Therefore, an organization should take this aspect of compensation seriously because the return for the employee work is compensation and benefits (Ciarniene, R. and Vienazindiene, M., 2010). There are two types of compensation or rewards that employees get from the organization, one is intrinsic and other is extrinsic. Intrinsic reward is basically internal motivation or psychological satisfaction that employee gets from the work that he performs; whereas, the extrinsic reward is the pay and benefits that he/she gets against the services or contribution of the employee towards the organization. Extrinsic reward plays a very important role in adding values to employee job commitment and satisfaction.

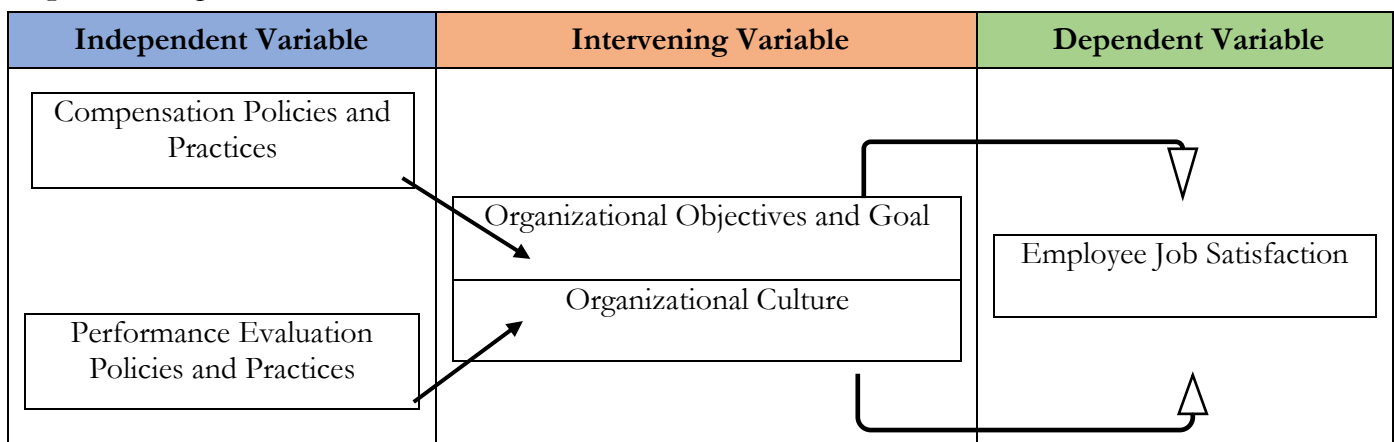
Therefore, this paper focuses on the policies and practices of compensation in PTCL. External compensation is not just limited to basic pay but it involves benefits, promotion, profit sharing, remuneration, bonuses or commission and fringe benefits (Lai, H, 2012). Research also covers compensation packages paid by PTCL in the form of pay (pay and benefits). Salary is the fixed amount paid to the employee for the services rendered by them. However, allowances are paid by the organization to employees in the form of monetary benefits, for instance, employee engagement allowance or for economic support and pension benefit is paid monthly to the employee after retirement.

As per research on CEOs compensation in Pakistan, Muhammad Usman (2015), annual reports reveals in that CEOs in Pakistan as per KSE-100 get only cash payments. Whereas, stock exchange options are very common in international literature review but in Pakistan, a stock option is not given. Research also reveals that half of the firms does not hesitate to disclose bonuses of top management. Therefore, job satisfaction at all level is very important for the organization as it influences the goals and outcomes of the organization. The employee is committed and satisfied with their job when internal and external rewards meet up their level of expectation. Job satisfaction defined by when employee feel comfortable with organization policies, structure and social aspect of organization (Onukwube, H, N., 2012). Job satisfaction and compensation are linked and has been highlighted in a number of studies in terms of pay scale, work hours, allowances, fringe benefits and job security which influence the job satisfaction and ultimate outcomes of the organization. (Iqbal, M. Z., Arif, M. I., and Abbas, F, 2011).

Performance Evaluation and Employee Job Satisfaction

The term performance management or performance evaluation as described as the method of keeping on actual task achieved as per the standard set by the organization, through which if employee accomplish all the task assigned by the manager ensure good rating on KPIs as it ultimately influences the goal is organization and employee rewarded accordingly (Karatepe, O. M., & Vatankhah, S, 2015). Performance management system not only assigns and divide the task but also identify the gap in employee performance so gap can be filled with more training and attention; it enhances the performance of employees as well as make the job more interesting and challenging for the workers which satisfy the encourages new learning in employees. As per the past literature review it evident that service industry (PTCL) faces more performance management problems than a manufacturing industry as it is difficult in the service industry to control constant procedures which are almost certain but sometimes uncertain in the service business (McIvor, R, 2007). If a service company fails to understand the causes of poor performance of the employee and fails to identify the performance gap, it will not only affect the organizational goals but also dissatisfy the workforce. Therefore, identifying the standard of performance and clearly communicating it to employees is not enough its manager’s responsibility to keep contact eye on the attitude of employees and creating a satisfied workplace, where an employee can give their best (Plant, T, 2006). However, employees’ job satisfaction depends on numbers of factors such as job security, work-life balance, sense of achievement, good relationship with employers and recognition on accomplishment. (Gazioglu, S. and A. Tansel, 2006). Literature is evident that an employee is satisfied with the job until employer relation with the employee is not good.

Figure 1 - Conceptual Framework



Methodology

This research highlight the impact of HR practices and policies such as compensation and performance on employee job satisfaction in the service industry. The descriptive research design is adopted for this study to avoid biases in the collection of data. Responses were collected from Pakistan Telecommunication Company Limited, Hyderabad branch for this study, the sample was kept to 42 from a different level of the managerial top, middle and lower. Furthermore, that respondent was separated into two groups i: e male and female. The target population of this study is human resource manager, management staff and administrative staff.

A pilot study was conducted to confirm the reliability of the study questions were sent to 13 respondents through emails and to ensure feasibility of study Cronbach alpha was calculated on SPSS and reliability analysis (Cronbach alpha) is 0.837. A close-ended questionnaire was developed to collect the required quantitative data for this study, this questionnaire consists of three parts. Demographic part of the questionnaire was included to identify the demographic variable of our respondent such: age, gender, marital

status, and educational level. Second part of the questionnaire was used with the Likert scale which consists of five options such as 1: strongly disagree, 2: disagree, 3: Neither agree nor disagree, 4: agree and 5: strongly agree and last part was specified to identify the importance of each variable such as compensation and performance evaluation.

Data Analysis

The response rate of this study was good, 55 questionnaires were forwarded to respondents out of which 42 returned the questionnaire filled and in remaining 13 questionnaires 4 were not completely filled, which were discarded and 9 were not returned. In 42 filled questionnaires 3 were filled by top management and 14 were filled by middle-level management and the remaining 25 were filled by lower level management. As per respondents' feedback, we identified the demographic factors like age, education, and gender of our respondents.

The result of this research shows that respondents to belong to the age bracket of 31-40 were high, and respondents who were in the age bracket of 41-50 were low and from finding we get to know that the highest degree our respondent had was master's degree and the least common degree our respondents hold was doctorate degree. In this study out of 42 respondents, 25 were male and 17 were female respondents. It means 59.52% were male respondents and 40.47% were female respondents. To check the normality of the data skewness and kurtosis has been conducted, which shows the positive results: i.e. test falls within the range of (-2 to +2).

Table 1 - Employee satisfaction

Gender		Employee satisfaction can be measured by their participation	Employee satisfaction can be measured by their task completion	Employee satisfaction can be identified by their work attendance	Employee satisfaction can be identified by the turnover rate of the company
Male	Mean	3.48	3.72	3.68	3.84
	N	25	25	25	25
	Std. Deviation	1.44684	1.24231	1.37598	1.21381
Female	Mean	2.6471	2.8824	3	2.9412
	N	17	17	17	17
	Std. Deviation	0.99632	1.21873	1.32288	1.14404
Total	Mean	3.1429	3.381	3.4048	3.4762
	N	42	42	42	42
	Std. Deviation	1.33565	1.28694	1.38034	1.25403

Compensation Policies and Practices

Compensation policies and practices are a set of rules governed by the organization (PTCL) to calculate the salary and benefits of white and blue collar jobs. Having equitable wages for the same job attracts, retains and motivates employees at work. Therefore, each corporate follows its own compensation strategies such as medical insurance, overtime pay, profit sharing, commission and bonuses, maternity leave. Therefore, compensation is considered as the independent variable to see the impact on employee job satisfaction.

This study shows that 30.9% of employees are satisfied when paid equal pay (Mean 4.70), 29.8% of employees are satisfied when paid commission and bonuses (Mean 4.80), 28.2% of the employees strongly agreed that benefits give satisfaction to employees at work (Mean 4.40) and 24.2% of employees get satisfaction when paid for overtime work and also share in profit (Mean 3.80). The findings of this study reveal research of (Qasim,

S. Cheema, F.E.A., & Syed, N.A, 2012) have significant importance in compensation policies of organization and if PTCL continue to have strategic and favorable compensation policies and practice it will increase the job satisfaction of employee, which ultimately will turn in to organizational commitment.

Table 2 - Compensation policies/practices and employee satisfaction

Employee satisfaction		Employee satisfaction when paid equal pay	Employee satisfaction when paid bonuses and commission along with basic pay	Employee satisfaction when paid benefits	Employees satisfaction when given overtime pay and shared profits
Strongly disagree	Mean	3.0000	3.6667	3.3333	3.6667
	N	3	3	3	3
	Std. Deviation	1.73205	1.52753	2.08167	1.52753
Disagree	Mean	2.8667	2.6000	2.4667	3.0667
	N	15	15	15	15
	Std. Deviation	1.24595	1.18322	1.18723	1.22280
Neither agree nor disagree	Mean	2.8571	2.8571	3.1429	3.1429
	N	7	7	7	7
	Std. Deviation	.69007	.69007	.69007	1.06904
Agree	Mean	4.1429	4.1429	4.2857	4.4286
	N	7	7	7	7
	Std. Deviation	.37796	.69007	.48795	.53452
Strongly agree	Mean	4.7000	4.8000	4.4000	3.8000
	N	10	10	10	10
	Std. Deviation	.48305	.42164	.69921	1.22927
Total	Mean	3.5238	3.5000	3.4048	3.5238
	N	42	42	42	42
	Std. Deviation	1.21451	1.27356	1.26991	1.19426

Performance Policies and Practices

At PTCL quality control system is active in the contact center to evaluate the performance of the department, at the end of each month this system generates the report which highlights the performance of each individual at work in contact center department. These reports are then monitored by the supervisor on a daily, weekly and monthly basis. Further PTCL also takes down the performance appraisal of employee two pages long appraisal form. In this form past performance of employees is reviewed and compared to the present performance of employees. Result of (Figure 1.3) research shows that 26.5% of the employees strongly agree that evaluation methods of PTCL are fair (Mean 4.1), 27.1% of workforce strongly wants feedback on quarterly performance evaluation (Mean 4.2), 27.5% of the employees strongly agree that performance evaluation improve their mistake and give them satisfaction and 24.3% employees really identify gap in performance and appreciate evaluation (Mean 3.3). The finding of this research agreement with the research of (Anjum, A., Yasmeen, K., & Khan, B, 2011) assessment of employees apart from basic salary improves the satisfaction and organizational commitment of employees.

Table 3 - Performance policies/practices and employee satisfaction

Employee satisfaction		You are happy with the performance evaluation method of PTCL	Performance appraisal should be discussed with employees	Performance appraisal is helpful to improve performance and satisfaction	Performance identifies the real gap in performance
Strongly disagree	Mean		3.0000	3.3333	3.0000
	N	3	3	3	3
	Std. Deviation	1.73205	1.52753	1.73205	1.52753
	% of Total Sum	5.8%	6.5%	6.0%	7.4%
Disagree	Mean	3.5000	2.7500	3.0000	3.5000
	N	8	8	8	8
	Std. Deviation	1.41421	1.38873	1.30931	1.19523
	% of Total Sum	18.1%	14.2%	16.1%	20.6%
Neither agree nor disagree	Mean	3.3333	3.5556	3.4444	2.5556
	N	9	9	9	9
	Std. Deviation	.86603	1.01379	.72648	1.23603
	% of Total Sum	19.4%	20.6%	20.8%	16.9%
Agree	Mean	3.9167	4.0833	3.6667	3.5000
	N	12	12	12	12
	Std. Deviation	.79296	1.16450	.98473	1.08711
	% of Total Sum	30.3%	31.6%	29.5%	30.9%
Strongly agree	Mean	4.1000	4.2000	4.1000	3.3000
	N	10	10	10	10
	Std. Deviation	.73786	1.03280	.73786	1.25167
	% of Total Sum	26.5%	27.1%	27.5%	24.3%
Total	Mean	3.6905	3.6905	3.5476	3.2381
	N	42	42	42	42
	Std. Deviation	1.02382	1.23936	1.04069	1.20587
	% of Total Sum	100.0%	100.0%	100.0%	100.0%

Conclusion and Recommendations

When corporates design practical compensation policies it not only motivates the current employees but also attract new talent at work, retains the old one and motivate the workforce in their organizational commitment. When reward policy is good enough, rewarding employees is easier for the organization keeping standards of job in minds such as job experience, highest qualification and work contribution it influences the employees in a positive way and enhances their job engagement which ultimately triggers employee performance. This research highlights the other sign of the coin of compensation as near half of the respondents feel or believe the other way around against the policies of PTCL in terms of compensation and promotion evaluation. Therefore, it is recommended to share the communication gap by keeping the follow-up the option and if possible employees should be given a chance to put their view of table related to compensation and performance evaluation as it endorses management by objective concept held both the parties responsible not only professionally but ethically too. Although performance appraisal in PTCL is based on the system for the contact center department which represents the technical level employees when it

comes to middle-level employees their performance is evaluated on the paper form so research finding show nearly half of the respondents showing their disagreement with the performance evaluated which could be based on favoritism. Therefore, it is suggested that all level should be evaluated on a fair performance evaluation system which will improve the job performance and job satisfaction of employees at PTCL.

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