

Assessing the Relationship between Human Resources Management Practices and Job Satisfaction among Private Food Industrial Sector in Jeddah, KSA

Abdulsalam Salem, Maged Al-Dubai

Faculty of Finance & Administrative Science, Al-Madinah International University, Kuala Lumpur, Malaysia
Email: athwariaas@hotmail.com

How to cite this paper: Salem, A., & Al-Dubai, M. (2024). Assessing the Relationship between Human Resources Management Practices and Job Satisfaction among Private Food Industrial Sector in Jeddah, KSA. *Open Journal of Business and Management*, 12, 1700-1718.
<https://doi.org/10.4236/ojbm.2024.123091>

Received: February 26, 2024

Accepted: May 20, 2024

Published: May 23, 2024

Copyright © 2024 by author(s) and Scientific Research Publishing Inc.
This work is licensed under the Creative Commons Attribution International License (CC BY 4.0).
<http://creativecommons.org/licenses/by/4.0/>



Open Access

Abstract

This study primarily aims to examine the relationship between Human Resources Management Practices (HRMP) and the degree of Job Satisfaction (JSA) among employees. The study highlights the critical role of HRMP in influencing employee job satisfaction. A diverse group of 263 employees from various hierarchical levels, including Senior Management, Middle Management, Supervisory, and Subordinates, was randomly selected for this study from different organizations in Jeddah, Kingdom of Saudi Arabia. The study methodology comprised administering a detailed questionnaire to gather data. The analysis revealed that certain HRM practices, specifically Job Security (JSE), Training and Development (TD), and Decision Making (DM), positively influenced job satisfaction. However, other practices, such as Selective Hiring (SH), Compensation System (CS), and Performance Evaluation (PE), were found to have no significant impact on job satisfaction. These findings are somewhat unexpected and diverge from previous studies which indicated a connection between these HRM practices and job satisfaction. The sample from private food industrial companies in Jeddah, KSA, led to the following insights regarding job satisfaction: A beneficial effect arises from Job Security, Training and Development, and Decision Making. No noticeable effect is observed from Selective Hiring, Compensation System, and Performance Evaluation. Considering these findings, it becomes crucial for organizations, especially those in the private food industrial sector, to understand the importance of HR practices. They should critically examine and develop effective HRMP to enhance job satisfaction.

Keywords

Human Resources Management Practices (HRMP), Job Satisfaction (JSA),

Job Security (JSE), Training and Development (TD), Decision Making (DM)

1. Introduction

The seminal work of [Habsi, Farhana, and Karim \(2021\)](#) underscored the pivotal role of Human Resource Management (HRM) in fostering job satisfaction through strategic enhancements in the workplace environment. [Al-Kahtani \(2021\)](#) expanded this perspective, arguing that contemporary HRM encompasses various processes, including workforce planning, training, and compensation policies.

[Al-Kahtani \(2021\)](#) also noted that numerous studies have investigated HRM, consistently recognizing human resources as both a strategic asset and a primary driver of organizational performance. The human resources department plays an instrumental role in managing invaluable human capital and aligning and integrating diverse facets to create an effective human resource management strategy.

This paper contributes significantly by rigorously investigating the direct effects of HRM practices on job satisfaction, with a focus on the underlying mechanisms of this relationship. This inquiry is particularly relevant against the backdrop of Saudi Vision 2030. As the Kingdom of Saudi Arabia strives to diversify its economy and foster sustainable growth, effective human resource management becomes a critical factor in achieving these ambitious goals. This paper seeks to explore the effects of HRM practices, such as job security, selective hiring, compensation systems, training and development, participation in decision-making, and performance evaluation, on job satisfaction. It examines the relationship between these HRM practices and job satisfaction among employees in Saudi Arabia.

The paper is organized as follows: The first section reviews the literature on job satisfaction and human resources management practices. The second section discusses the study's methodology, followed by a section on data analysis and findings. The fourth section presents the results and discusses the impact of HRM practices on job satisfaction. The final section concludes the paper with a summary of the main findings and recommendations.

Problem Statement

The private sector in Saudi Arabia's food industry faces challenges related to employee job satisfaction. [Alalmai and Arun \(2020\)](#) found that job satisfaction depends on employee motivation and a supportive work environment. They emphasized the importance of preventing stress, discrimination, and unfair treatment, as well as ensuring equal opportunities for promotions, salaries, and health benefits. Open communication and employee retention are crucial for enhancing job satisfaction.

Job satisfaction concerns, driven by long working hours, repetitive tasks, and limited career growth, are significant for employees. Employers can boost motivation through proper recognition, promotions, and appreciation. The study suggests that enhancing job satisfaction requires fair evaluations, adequate training, workplace improvements, and research on employee health and welfare. Additionally, reducing stress and alleviating monotony and boredom are vital.

Alshamrani et al. (2023) stressed the importance of employee retention in the Saudi Arabian market for organizational effectiveness and reducing staff turnover costs. They advocated for focusing on long-term staff retention to enhance organizational performance and mitigate the negative impacts of employee attrition.

This study identifies a gap in job satisfaction in some food industry organizations in Jeddah, Saudi Arabia. Discussions with workers at various levels within these companies revealed that the ineffective application of human resource management practices was a significant factor contributing to poor job satisfaction. Previous research also confirms the importance of HRM practices in enhancing job satisfaction.

The researcher aims to determine whether HRM practices, particularly in Jeddah's private food industrial organizations in KSA, significantly impact job satisfaction. The researcher believes that effectively implemented HRM practices can significantly benefit job satisfaction.

The study also seeks to shift the negative perception regarding the importance of human resource management practice and job satisfaction, thereby addressing the gap in awareness about the influence of human resource practices on job satisfaction.

2. Literature Review

2.1. Importance of Job Satisfaction

The critical role of job satisfaction in both public and private sectors worldwide is well-documented in organizational studies. Aziz et al. (2021) emphasized that job satisfaction is key to employee productivity and commitment, which are vital indicators of organizational efficiency. Job satisfaction encompasses an individual's total contentment with their job, covering aspects like the nature of the work and supervision.

Top and Ali (2021) provide a prominent definition within organizational research, describing job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences." This definition includes both the affective (emotional) and cognitive (evaluative) aspects of an individual's feelings towards their job.

Anwar and Surarchith (2015) approach job satisfaction as encompassing various psychological responses, including cognitive, affective, and behavioral components. Ali (2021) elaborates on these scales, noting they may focus on either emotional feeling about the job or cognitive assessment. Othman et al. (2019)

discusses affective job satisfaction as a subjective concept that represents individuals' emotional sentiments towards their job, reflecting their overall happiness or contentment.

Mira et al. (2019) underscores the connection between job satisfaction and employees' perceptions of their work environment. They argue that job satisfaction is related to employees' feelings and emotions about their job conditions and plays a significant role in influencing employee performance.

Al-Ghamdi and Javed (2021) characterize job satisfaction as the feelings employees have towards their jobs, which motivate them, enhance performance, and reduce turnover. In a similar vein, Sindi and Javed (2021) highlight how evolving work patterns affect employee attitudes, asserting the importance of job satisfaction for improved long-term performance.

In the context of education, Bello and Alhyasat (2020) define job satisfaction as the emotional fulfillment employees derive from their tasks. They note that this fulfillment, as a personal evaluation of work roles and experiences, is heavily influenced by employee well-being and is a determinant of loyalty and productivity in organizations.

Finally, Al-Ali et al. (2019) emphasizes the necessity of maintaining employee satisfaction and happiness to boost productivity. They note that satisfied employees are integral to organizational success, while dissatisfied employees can be a significant hindrance, underscoring the need for human resource management strategies that focus on enhancing employee satisfaction strategy to meet business objectives.

2.2. Human Resources Management Practices

Human resource practices, as defined in academic literature, comprise a comprehensive set of activities aligned with achieving organizational objectives. Cascio (2015) underscores this definition, particularly emphasizing the significance of practices such as employee selection and recruitment. These practices are crucial for attracting and assimilating qualified personnel into an organization. Further, training and development are highlighted as vital HRM practices for enhancing employee skills.

Jouda et al. (2016) draw attention to the importance of a well-structured compensation plan as a critical HRM practice, noting its influence on employee retention. They argue that competitive compensation plans are fundamental in promoting productivity and high retention rates. Another important aspect they cover is the management of employee performance, identifying appraisal programs as key tools for improving both individual and organizational performance.

Ogalo (2020) contributes a strategic HRM viewpoint, asserting that contemporary HRM practices are essential in promoting employee training and development, skill enhancement, and creativity, all crucial for organizational innovation. These practices, which include innovative reward and compensation me-

thods, e-recruitment, selection, and performance innovation, are believed to foster personnel innovation within organizations. Ogallo (2020) posits that innovation in the organizational environment requires continuous development of an innovative working environment, employee training and development, skill enhancement, and effective implementation of technological advancements. Effective HRM practices, according to Ogallo (2020), enable organizations to become more empowered, innovative, motivated, successful, collaborative, and autonomous in decision-making.

The connection between organizational growth and new HRM practices is also explored. Practices such as e-recruitment and selection, compensation and benefits, employee health investment, training and development, reward systems, and employment relationships are identified as pivotal.

Lastly, Ahmed and Top (2021) emphasize the notable impact of human resource management on employee commitment, as demonstrated by empirical research. They advocate for the development and introduction of inclusive practices, including rewards, training, and employee participation in decision-making. These strategies are key in shaping an internal organizational environment that is adaptable to external changes, like economic and political fluctuations. Ahmed and Top conclude that employee commitment, an essential factor for heightened productivity and the attainment of organizational goals, is nurtured by providing a work environment that meets the fundamental needs of employees.

2.3. Hypotheses

The hypotheses examining the relationships between various Human Resources Management Practices (HRMP) and job satisfaction (JSA) can be articulated as follows:

Hypothesis 1 (H1): This study proposes that there is a statistically significant relationship between Job Security (JSE) and job satisfaction (JSA).

Hypothesis 2 (H2): The study posits a statistically significant relationship between Selective Hiring (SH) and job satisfaction (JSA).

Hypothesis 3 (H3): It is hypothesized that there exists a statistically significant relationship between the Compensation System (CS) and job satisfaction (JSA).

Hypothesis 4 (H4): The study hypothesizes a statistically significant relationship between Training and Development (TD) and job satisfaction (JSA).

Hypothesis 5 (H5): This hypothesis asserts a statistically significant relationship between Decision Making (DM) and job satisfaction (JSA).

Hypothesis 6 (H6): The study proposes that there is a statistically significant relationship between Performance Evaluation (PE) and job satisfaction (JSA).

3. Methodology

3.1. Study Designs

This study adopted a quantitative approach to examine the correlation between

Human Resources Management Practices (HRMP) and Job Satisfaction (JSA). Statistical analyses employing SPSS and AMOS were utilized to determine the relationship between various independent variables: Job Security (JSE), Selective Hiring (SH), Compensation System (CS), Training and Development (TD), Participation in Decision-Making (DM), Performance Evaluation (PE) and the dependent variable, Job Satisfaction (JSA). The study implemented quantitative data collection methods, deploying surveys to employees in different roles within private food industrial companies in Jeddah, Kingdom of Saudi Arabia.

3.2. Pilot Test

A pilot test was conducted as an initial phase of this study to identify potential design flaws in the survey instruments and to collect preliminary data. This test also evaluated the psychometric properties of the measures. Participants were employees from various levels, Senior Management, Middle Management, Supervisors, and Subordinates, at private food industrial companies in Jeddah, Saudi Arabia. Follow-ups through phone calls and emails were carried out to enhance the effectiveness of the survey process. The data collected from the pilot survey underwent basic statistical analysis using SPSS.

Table 1 displays the valid variables based on the results of the pilot study, where 30 questionnaires were distributed to the sample. Therefore, the survey items have been deemed valid for use and distribution to the participants.

3.3. Population

Sampling, as [Morgan and Harmon \(1999\)](#) explain, involves selecting a representative subset from a larger group to infer about the population, a concept further expounded by [Creswell \(2009\)](#). In this study, structural sampling was applied, as described by [Cooper and Schindler \(2011\)](#) and [Creswell \(2009\)](#), to choose a random sample of 263 individuals. The target population included employees from private food industrial companies in Jeddah, Saudi Arabia, totaling 620 distributed across various positions, including Senior Management, Middle Management, Supervisory roles, and Subordinate positions. The study aimed to

Table 1. Variable reliability.

Variables	Item# (48)	Internal Reliability (Cronbach's Alpha)
Job Security (JSE)	6	0.815
Selective Hiring (SH)	7	0.836
Compensation System (CS)	7	0.919
Training and Development (TD)	7	0.905
Decision Making (DM)	8	0.925
Performance Evaluation (PE)	6	0.895
Job Satisfaction (JSA)	7	0.803

Source: own study in SPSS.

understand their views on Job Security, Selective Hiring, Compensation System, Training and Development, Decision Making, Performance Evaluation, and their impact on Job Satisfaction. Information on the number of staff members in specified positions was obtained through communication with the targeted companies.

The acquired information is presented in **Table 2**.

3.4. Sample Size

Sampling, as defined by **Morgan and Harmon (1999)**, is the process of selecting a specific number of participants (sample) from a larger group (population). This concept is further elaborated upon by **Creswell (2009)**. The sample size was determined using the Raosoft online calculator (<http://www.raosoft.com/samplesize.html>). For a population of 620, the sample size was calculated to be 238. To account for potential outliers and enhance the accuracy of the results, an additional 25 participants, approximately 10% of the sample size, were included, bringing the total to 263. This decision was based on guidance from the Raosoft website and **Sekaran's (2003)** recommendations, considering factors such as confidence level and precision estimation.

Additionally, the sample size was determined using Cochran's formula (1977) as follows:

Step# 1: Calculate the initial sample size.

$Z = 1.96$ # Z -score for 95% confidence.

$p = 0.5$ # Proportion of population.

$e = 0.05$ # Margin of error.

$n_0 = (Z^2 * p * (1 - p)) / e^2 = 384.16$.

Step# 2: Apply the finite population correction (FPC).

$N = 620$ # Population size.

$n = n_0 / (1 + (n_0 - 1) / N) = 237.43 \approx 238$.

3.5. Survey Questionnaire

The survey questionnaire, recognized for its efficiency and cost-effectiveness, was utilized in this study, accompanied by a cover letter ensuring confidentiality and clarifying the study's purpose. Participants were informed of the study's aim to explore perceptions on Human Resources Management Practices (HRMP) and its effects on Job Satisfaction, along with providing the researcher's contact information for any inquiries or requests for study results.

The questionnaire was divided into two sections: the first collected demographic data (gender, age, education level, etc.), and the second examined various constructs related to the study. Distribution of the survey link was via email through a designated contact, who forwarded the survey link to the target audience. The online survey included a cover letter detailing the research objectives and significance, urging recipients to complete and submit their responses via the provided link.

Table 2. Number of staff in the concerned companies.

Position	No. of Staff	Proportion
Senior Management	53	9%
Middle Management	85	14%
Supervisory	162	26%
Subordinates	320	51%
Total Staff	620	100%

Source: Own study.

3.6. Question Wording and Scale Utilization

This investigation employed both nominal and ordinal scales, inclusive of the Likert scale, to facilitate the collection of comprehensive data. Nominal scales were designated for demographic variables such as gender, age, marital status, education, etc., while the Likert scale was utilized to gauge respondents' attitudes towards practices affecting job satisfaction.

To ensure the integrity of the research and minimize potential bias, a 5-point Likert scale featuring closed-ended questions and scaled responses was adopted (Frazer & Lawley, 2000). This methodology was chosen to concentrate the research and reduce the possibility of researcher-induced bias (Hair et al., 1995). The clarity and simplicity of question phrasing were paramount to elicit accurate participant responses (Frazer & Lawley, 2000; Churchill, 1979).

The survey instrument was a structured questionnaire utilizing a 5-point Likert scale for data collection, with options ranging from "1" (Strongly Disagree) to "5" (Strongly Agree), and "3" (Neutral). This scale format was selected due to its proven reliability and appropriateness for examining the study's specific topics.

Regarding data integrity, missing data often results from respondents not answering one or more survey items. To address this issue and ensure completeness of data, frequency and missing value analyses were performed on each survey item. The adoption of an online survey tool (Google Docs) which prevents progression without answering all questions, effectively eliminated the occurrence of missing data in this study.

3.7. Sampling Method

Participants in this study were drawn from various hierarchical levels within private food industry corporations in Jeddah, Kingdom of Saudi Arabia, encompassing Senior Management, Middle Management, Supervisory roles, and Subordinate positions. In the realm of quantitative research, the objective of probability sampling is to ensure representativeness, thereby guaranteeing that the sample accurately mirrors the broader population.

For the sampling strategy, stratified sampling was selected due to its efficacy in garnering detailed and precise data across different subgroupings. This ap-

proach involved collecting responses from participants and subsequently classifying them into distinct strata. Upon establishing the requisite sample size for each stratum, samples for analysis were randomly chosen from the responses within each category. This method facilitates the acquisition of data from various strata, promoting a more holistic representation of the target population. The rationale for employing stratified sampling is bolstered by prior research (Cavana et al., 2001; Hair et al., 2007; Sekaran, 2003), which underscores the utility of this technique in obtaining nuanced data.

3.8. Sample Profile

Table 3 represents the frequencies and percentages of the demographic variables.

3.9. Data Collection

Data collection, as defined by Churchill (1987), entails gathering opinions and information from participants relevant to the research topics. Different methods for data collection are outlined in the literature, including postal surveys, face-to-face meetings, phone calls, and email communication (Cooper & Schindler, 2001; Sekaran, 2000; Zikmund, 2000). For this study, data was collected through online questionnaires using Google Docs, following the practices of researchers such as Kuen et al. (2009). This method offers advantages like flexibility, speed, and cost-effectiveness.

4. Data Analysis and Findings

4.1. Structural Model

This study incorporates hypothesis testing as a pivotal and influential component. The analysis focuses on variables such as Job Satisfaction (JSA), Job Security (JSE), Selective Hiring (SH), Compensation System (CS), Training and Development (TD), Decision Making (DM), and Performance Evaluation (PE), examining their interrelationships. Conducted independently, these analyses aimed to elucidate the nature of these relationships, in accordance with the approach proposed by MacKinnon and Fairchild (2009).

The primary purpose of these tests was to explore the effects of the independent variables on Job Satisfaction (JSA), the dependent variable. The intent was to confirm the existence and define the characteristics of these relationships, with each test directly linked to the specific research questions and objectives of the study. Consequently, the findings are presented as either validated or refuted, offering a comprehensive summary of the results.

It is important to note that the variables, including JSA, JSE, SH, CS, TD, DM, and PE, were measured using the same items as previously mentioned. There was no need for further elimination of items, as they met the required criteria and showed no issues such as multicollinearity or random loadings.

Table 3. Sample profile.

Group	Category	Frequency	Percent (%)
Gender	MALE	206	78.3
	FEMALE	57	21.7
	Total Sample	263	100.0
Age	20 - 30	23	8.7
	31 - 40	67	25.5
	41 - 50	112	42.6
	51 AND OVER	61	23.2
	Total Sample	263	100.0
Marital Status	MARRIED	234	89.0
	SINGLE	29	11.0
	Total Sample	263	100.0
Education	HIGH SCHOOL	40	15.2
	DIPLOMA	42	16.0
	BACHELOR DEGREE	159	60.5
	POSTGRADUATE	22	8.4
	Total Sample	263	100.0
Major	BUSINESS	71	27.0
	SOCIAL AND HUMANITIES SCIENCES	6	2.3
	APPLIED SCIENCES	70	26.6
	OTHER	116	44.1
	Total Sample	263	100.0
Working Experience	LESS THAN 5 YEARS	24	9.1
	5 - 10 YEARS	42	16.0
	11 - 15 YEARS	25	9.5
	16 YEARS AND ABOVE	172	65.4
	Total Sample	263	100.0
Department	HR	35	13.3
	SALES AND MARKETING	43	16.3
	FINANACE	21	8.0
	OPERATION	86	32.7
	OTHER	78	29.7
	Total Sample	263	100.0
Position	SENIOR MANAGEMENT	21	8.0
	MIDDLE MANAGEMENT	36	13.7
	SUPERVISORY	69	26.2
	SUBORDINATE	137	52.1
	Total Sample	263	100.0

Source: own study in SPSS.

Table 4 provides a detailed overview of the standard values that the structural model fit should achieve. These values, including regression and correlation values, fell within the accepted range.

Furthermore, various fit indices were assessed to determine the model's adequacy. The Root Mean Square Error of Approximation (RMSEA) scored at 0.044, indicating a good fit as it is lower than the typical threshold of 0.08. The Chi-Square to Degrees of Freedom ratio (CMIN/DF) was 1.497, favorably below the threshold of 3. The Comparative Fit Index (CFI) was 0.967, surpassing the acceptable value of 0.90, and the Tucker-Lewis Index (TLI) scored 0.962, also exceeding the 0.90 threshold. The *p*-Value was significantly low at 0.000, well under the 0.05 significance level. The Chi-Square value was 610.824. All items and variables demonstrated loading scores above 0.60, considered favorable. Thus, the relationships and effects between the study's variables were robust, with most values exceeding 0.70.

The structural model, to be illustrated in **Figure 1**, will showcase the regression analysis of each independent variable on Job Satisfaction (JSA), with precise values and findings as previously discussed.

4.2. Results

This section of the study, focusing on the structural model, delves into the relationships between Human Resources Management Practices (HRMP) and Job Satisfaction (JSA). The process of hypothesis testing, which is a critical component of the study's model fit assessment, is emphasized in line with the contributions of [Hair et al. \(2010\)](#) and the methodologies described by [Fairchild and McQuillin \(2010\)](#). The results of the hypotheses, as illustrated in **Table 5**, are detailed as follows:

Hypothesis 1 (H1): This hypothesis examines the impact of Job Security (JSE) on Job Satisfaction (JSA). The findings revealed a significant positive relationship. The coefficient estimate was 0.328, the standard error was 0.037, and the critical ratio was 3.696. The *p*-value was notably low at 0.000, indicating statistical significance and leading to the acceptance of H1.

Hypothesis 2 (H2): H2 assessed the effect of Selective Hiring (SH) on JSA. The results showed a non-significant relationship, with a coefficient estimate of -0.028 , a standard error of 0.030, and a critical ratio of -0.360 . The *P*-value was 0.719, exceeding the 0.05 threshold, resulting in the rejection of H2.

Table 4. Fit Measurement Criteria of Structural Model.

Fit Measurement Criteria	Score	Accepted Score
RMSEA	0.044	≤ 0.080
CMIN/DF	1.497	≤ 3
CFI	0.967	≥ 0.90
TLI	0.962	≥ 0.90
CLOSE	0.934	> 0.050

Source: own study in AMOS.

Table 5. Examining results of hypothesized effects of the variables.

Route	Unstandardized Estimation	Standardized Estimation	S.E.	C.R.	p Value	H#	Hypothesis Outcome		
								Estimated Value	(β) Value
JSE → JSA	0.137	0.328***	0.037	3.696	0.000	H1	Supported		
SH → JSA	-0.011	-0.028	0.030	-0.360	0.719	H2	Rejected		
CS → JSA	0.019	0.041	0.038	0.512	0.609	H3	Rejected		
TD → JSA	0.094	0.278**	0.031	3.090	0.002	H4	Supported		
DM → JSA	0.158	0.309**	0.055	2.863	0.004	H5	Supported		
PE → JSA	-0.059	-0.093	0.044	-1.333	0.182	H6	Rejected		

Source: own study in AMOS.

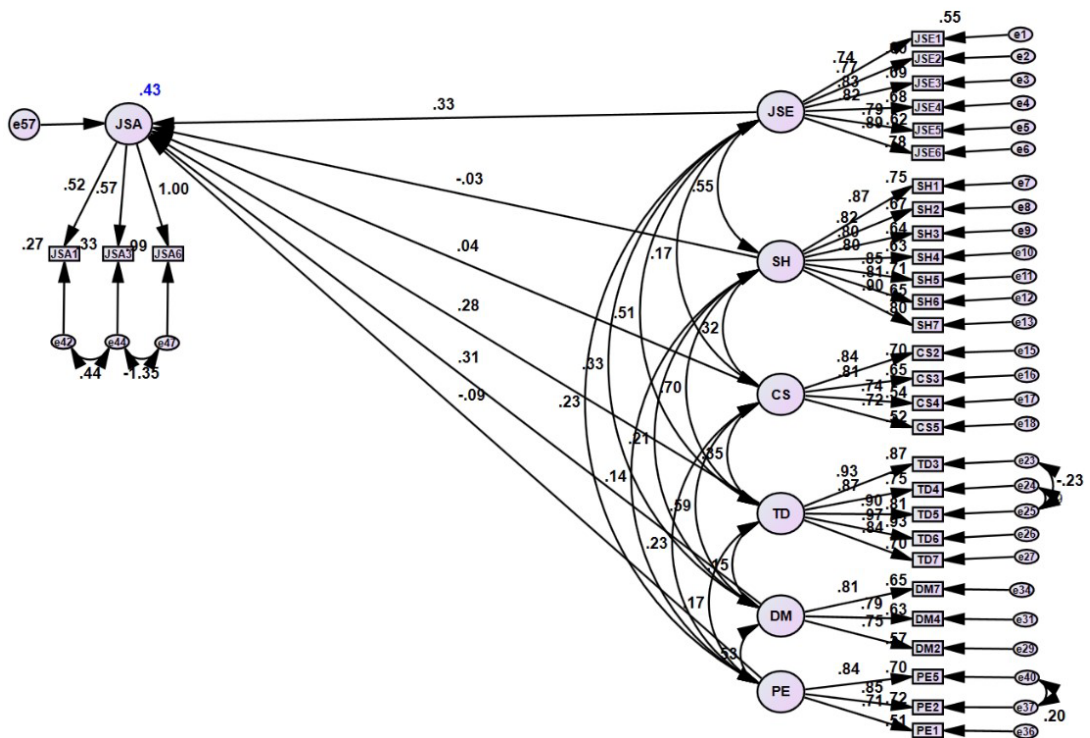


Figure 1. The structural model.

Hypothesis 3 (H3): This hypothesis analyzed the impact of the Compensation System (CS) on JSA. The analysis indicated a non-significant relationship, with a coefficient estimate of 0.041, a standard error of 0.038, and a critical ratio of 0.512. The *p*-value was 0.609, well above the 0.05 threshold, leading to the rejection of H3.

Hypothesis 4 (H4): H4 investigated the role of Training and Development (TD) in influencing JSA. The findings demonstrated a significant positive relationship, with a coefficient estimate of 0.278, a standard error of 0.031, and a critical ratio of 3.090. The *p*-value was 0.002, below the 0.05 threshold, confirm-

ing the acceptance of H4.

Hypothesis 5 (H5): This hypothesis explored the effect of Decision Making (DM) on JSA. The results indicated a significant positive relationship, with a coefficient estimate of 0.309, a standard error of 0.055, and a critical ratio of 2.863. The p -value was 0.004, below the 0.05 threshold, leading to the acceptance of H5.

Hypothesis 6 (H6): H6 evaluated the impact of Performance Evaluation (PE) on JSA. The analysis revealed a non-significant relationship, characterized by a coefficient estimate of -0.093 , a standard error of 0.044, and a critical ratio of -1.333 . The p -value was 0.182, above the 0.05 threshold, resulting in the rejection of H6.

Each of these hypotheses provides valuable insights into the specific aspects of HRMP and their influence on job satisfaction, with the statistical values offering a detailed understanding of the nature and strength of these relationships.

The upcoming section will offer summary and discussion of these findings. **Figure 2** will visually depict the hypothesis testing results for a clearer understanding.

4.3. Multiple OLS Regression Analysis Results

The regression analysis conducted to explore the determinants of job satisfaction revealed notable insights into the effects of various human resources management practices. The analysis utilized a sample size of 263, focusing on six key independent variables: Job Security (JSE), Selective Hiring (SH), Compensation System (CS), Training and Development (TD), Participation in Decision Making (DM), and Performance Evaluation (PE).

Job Security (JSE) emerged as a significant predictor of job satisfaction, with a coefficient of $\beta = 0.259$ ($SE = 0.050$, $p = 0.000$). This substantial positive relationship suggests that perceptions of job security are crucial in enhancing employee satisfaction. The statistical significance and magnitude of the coefficient indicate that job security is a foundational element of employee well-being, echoing prior research that underscores its importance in organizational settings.

Selective Hiring (SH) while theorized to contribute to job satisfaction by ensuring a good fit between employees and their roles, did not show a statistically significant effect ($\beta = 0.061$, $SE = 0.055$, $p = 0.398$). This lack of significance may imply that the direct impact of selective hiring on job satisfaction is minimal or that its effects are possibly mediated through other organizational factors not captured in this model.

Compensation System (CS) also did not reach statistical significance ($\beta = 0.102$, $SE = 0.058$, $p = 0.111$), suggesting that while compensation is an essential aspect of job evaluation, its direct influence on job satisfaction may be less pronounced than hypothesized. This finding invites further exploration into how compensation interacts with other job facets to contribute to overall satisfaction.

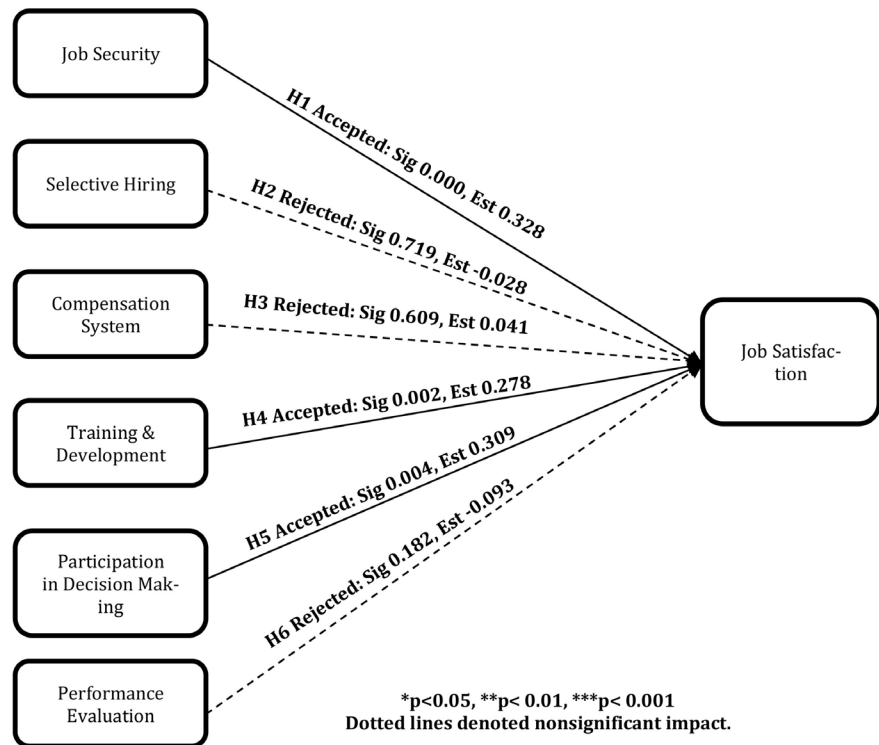


Figure 2. The hypothesis testing results.

Training and Development (TD) showed a significant positive effect on job satisfaction ($\beta = 0.215$, $SE = 0.048$, $p = 0.003$), reinforcing the notion that opportunities for growth and development are highly valued by employees. This outcome aligns with theoretical perspectives that emphasize the importance of personal growth and career development in fostering a satisfied and motivated workforce.

Participation in Decision Making (DM) was found to positively influence job satisfaction ($\beta = 0.154$, $SE = 0.061$, $p = 0.023$), indicating that employees who are involved in decision-making processes tend to report higher satisfaction levels. This supports the democratic leadership theory, which advocates for employee involvement in organizational decisions to enhance job satisfaction and organizational commitment.

Performance Evaluation (PE) exhibited a negative, albeit non-significant, association with job satisfaction ($\beta = -0.020$, $SE = 0.052$, $p = 0.728$). The negative coefficient suggests a potential adverse reaction to performance evaluations, but the lack of statistical significance indicates that it may not universally impact job satisfaction across the board or that its effect is overshadowed by other more potent factors.

4.4. Discussion

The study implemented a comprehensive model to assess the impact of six Human Resources Management Practices (HRMP) on Job Satisfaction (JSA) within

private food industrial companies in Jeddah, KSA. This investigation revealed significant correlations between specific HRMP and job satisfaction, highlighting the crucial roles of job security, training and development, and decision-making practices in fostering employee satisfaction. However, the study found no significant links between selective hiring, compensation systems, and performance evaluations with job satisfaction.

Past research into HRMP's impact on job satisfaction has shown mixed results, underscoring the need for further in-depth studies to resolve these inconsistencies and deepen our understanding of these dynamics. This study contributes significantly to this goal, offering evidence-based insights for organizations to refine their HRMP for enhanced job satisfaction.

5. Contribution

This study illuminates the complex interplay between various HRMP and job satisfaction, providing new perspectives and enriching existing knowledge in the field. Its relevance to private food industrial companies in Jeddah, Saudi Arabia, is underscored by identifying key factors affecting job satisfaction in this specific context. This understanding can inform decision-making and pave the way for ongoing improvements in employee job satisfaction across the industrial sector.

Moreover, the study offers a practical framework that organizations can leverage to boost job satisfaction, underpinned by empirical evidence on the relationship between HRMP and job satisfaction. This framework can guide top management in identifying impactful factors and implementing adaptive strategies to maximize job satisfaction.

Additionally, the findings serve as a foundation for future research, exploring effective strategies to enhance job satisfaction. They provide a valuable reference point for further investigations, enabling management to identify and act on the factors most influential in improving job satisfaction.

From a broader perspective, this study contributes to the advancement of human resources management knowledge, emphasizing the importance of continuous research in understanding and enhancing job satisfaction within organizational contexts.

6. Implications

This study makes a significant contribution to understanding the complex relationship between Human Resources Management Practices (HRMP) and job satisfaction in Jeddah's private food industrial sector. It highlights the positive impact of practices like job security, training and development, and participation in decision-making on employee satisfaction, underlining them as key components in fostering a positive work environment. However, it also points out that selective hiring, compensation systems, and performance evaluations do not have significant effect on job satisfaction, suggesting a need for more nuanced approaches in these areas. Organizations are therefore encouraged to adopt

HRMP strategies that not only meet but exceed employee satisfaction expectations through continuous evaluation and improvement.

7. Limitations

This study encountered several significant limitations that warrant consideration. Firstly, the scope of the investigation was specifically limited to the private food industry sector within Jeddah, Kingdom of Saudi Arabia. The participant pool was drawn from a diverse array of occupational roles, ranging from Senior to Subordinate levels, all of whom were required to have access to computer technology and email. This focus on a single industrial sector and geographical location may limit the generalizability of the findings.

Moreover, the study examined a set of six independent variables related to Human Resources Management Practices (HRMP) and their influence on a single dependent variable, Job Satisfaction (JSA). The selection of these specific variables may not comprehensively encompass the wide spectrum of factors influencing JSA.

In terms of methodology, the study exclusively adopted a quantitative research approach. Data collection was conducted through an online survey disseminated via Google Forms. While this method facilitated efficient data gathering, it inherently lacks the depth and nuance often found in qualitative analyses. Nonetheless, despite these methodological constraints, the study yielded valid results and provided insightful conclusions about the relationships under investigation.

8. Conclusion and Recommendation

The primary aim of this study was to evaluate the impact of various Human Resources Management Practices (HRMP), including Job Security (JSE), Selective Hiring (SH), Compensation System (CS), Training and Development (TD), Participation in Decision Making (DM), and Performance Evaluation (PE), on Job Satisfaction (JSA).

The investigation found substantial support for the hypotheses relating to JSE, TD, and employee participation in DM. In contrast, the hypotheses connected to SH, CS, and PE did not exhibit significant impacts and were, therefore, not supported.

The findings underscore the pivotal role of specific HRMPs in influencing JSA. It is apparent that JSA is significantly linked to practices such as JSE, TD, and employee participation in DM. However, it is also noteworthy that this link was not observed in SH, CS, and PE.

Organizations lacking robust HRMPs may experience a decline in employee motivation, leading to diminished JSA and, consequently, adversely affecting organizational performance. This study reinforces the imperative for management to integrate these HRMPs effectively.

Therefore, it is crucial for organizations to not only implement but also stra-

tegitally align their HRMPs to enhance JSA and thereby optimize organizational performance. This study recommends that organizations bolster their HRMPs to foster positive employee behaviors, leading to heightened JSA and improved organizational performance. Regular assessment and adaptation of HRM strategies in line with changing employee needs and industry dynamics are also advised.

Additionally, cultivating a culture of open communication, acknowledging, and rewarding employee contributions, and continuously investing in employee development are critical for elevating JSA and organizational success. Effective implementation of these recommendations requires HR managers to establish concrete metrics and performance indicators, actively seek employee feedback, and continuously refine HR strategies. Moreover, ongoing training and development for HR professionals are essential to enhance their capabilities in effectively managing and implementing these HRMPs.

From an additional perspective, future research could explore the integration of qualitative methods to provide deeper insights into the nuances of HRMPs and their effects on JSA. The exploration of additional sectors and geographic locations could also enrich the understanding of these dynamics in different contexts.

Acknowledgements

The author would like to express his gratitude to Asst. Prof. Dr. MAGED MUSTAFA MAHYOUB AL-DUBAI for his valuable comments on the draft version of this article.

Funding

The author did not receive funding for this work.

Conflicts of Interest

The authors declare no conflicts of interest regarding the publication of this paper.

References

- Ahmed, J., & Top, C. (2021). HRM Impact on Employee Commitment: Moderation of Employee Position. *Journal of Global Economics and Business*, 2, 117-130. [https://doi.org/10.31703/ger.2021\(VI-IV\).10](https://doi.org/10.31703/ger.2021(VI-IV).10)
- Al Habsi, A. H., Farhana, N., & Karim, A. M. (2021). Impact of HR Practices on Employee Retention in Oil and Gas Industries of Oman. *Social Sciences*, 11, 1520-1530. <https://doi.org/10.6007/IJARBSS/v11-i9/10847>
- Al-Ali, W., Ameen, A., Isaac, O., Khalifa, G. S., & Shibami, A. H. (2019). The Mediating Effect of Job Happiness on the Relationship between Job Satisfaction and Employee Performance and Turnover Intentions: A Case Study on the Oil and Gas Industry in the United Arab Emirates. *Journal of Business and Retail Management Research*, 13, 103-116. <https://doi.org/10.24052/JBRMR/V13IS04/ART-09>
- Alalmal, A. A., & Arun, A. (2020). *A Study on Job Satisfaction among Employees in Local*

Restaurants of Saudi Arabia.

- Al-Ghamdi, R. M., & Javed, U. (2021). Relationship between Training and Job Satisfaction from Employees' Perspective in Saudi Arabia. *PalArch's Journal of Archaeology of Egypt/Egyptology*, *18*, 242-250.
- Ali, B. J. (2021). Impact of Consumer Animosity, Boycott Participation, Boycott Motivation, and Product Judgment on Purchase Readiness or Aversion of Kurdish Consumers in Iraq. *Journal of Consumers Affaires*, *55*, 504-523. <https://doi.org/10.1111/joca.12350>
- Al-Kahtani, S. M. (2021). The Role of Human Resources Management in Improving the Institutional Performance of Medium Industrial Companies in the Republic of Yemen. *Albayda University Journal*, *3*, 932-942. <https://doi.org/10.56807/buj.v3i2.187>
- Alshamrani, M., Alharthi, S., Helmi, M., & Alwadei, T. (2023). Determinants of Employee Retention in Pharmaceutical Companies: Case of Saudi Arabia. *Journal of Business and Management Studies*, *5*, 8-22. <https://doi.org/10.32996/jbms.2023.5.2.2>
- Anwar, G., & Surarchith, N. K. (2015). Factors Affecting Shoppers' Behavior in Erbil, Kurdistan-Iraq. *International Journal of Social Sciences & Educational Studies*, *1*, 10.
- Aziz, H. M., Othman, B. J., Gardi, B., Ahmed, S. A., Sabir, B. Y., Ismael, N. B., & Anwar, G. (2021). Employee Commitment: The Relationship between Employee Commitment and Job Satisfaction. *Journal of Humanities and Education Development*, *3*, 54-66. <https://doi.org/10.22161/jhed.3.3.6>
- Bello, Z., & Alhyasat, W. (2020). Compensation Practices on Job Satisfaction of Faculty Members in Private HEI in Saudi Arabia: Mediating Role of Talent Management. *International Journal of Human Resource Studies*, *10*, 3747-3759. <https://doi.org/10.5296/ijhrs.v10i4.17838>
- Cascio, W. F. (2015). Strategic HRM: Too Important for an Insular Approach. *Human Resource Management*, *54*, 423-426. <https://doi.org/10.1002/hrm.21735>
- Cavana, R. Y., Delahaye, B. L., & Sekaran, U. (2001). *Applied Business Research: Qualitative and Quantitative Methods*. John Wiley & Sons.
- Churchill Jr, G. A. (1979). A Paradigm for Developing Better Measures of Marketing Constructs. *Journal of Marketing Research*, *16*, 64-73. <https://doi.org/10.1177/002224377901600110>
- Churchill, G. A. (1987). *Marketing Research: Methodological Foundations* (5th ed.). Dryden Press.
- Cooper, D. R., & Schindler, P. S. (2001). *Business Research Methods* (7th ed.). Irwin/McGraw-Hill.
- Cooper, D. R., & Schindler, P. S. (2011). Qualitative Research. *Business Research Methods*, *4*, 160-182.
- Creswell, J. W. (2009). Mapping the Field of Mixed Methods Research. *Journal of Mixed Methods Research*, *3*, 95-108. <https://doi.org/10.1177/1558689808330883>
- Fairchild, A. J., & McQuillin, S. D. (2010). Evaluating Mediation and Moderation Effects in School Psychology: A Presentation of Methods and Review of Current Practice. *Journal of School Psychology*, *48*, 53-84. <https://doi.org/10.1016/j.jsp.2009.09.001>
- Frazer, L., & Lawley, M. (2000). *Questionnaire Design and Administration: A Practical Guide*. John Wiley & Sons Australia.
- Hair, J. F., Anderson, R. E., Tatham, R. L., & Black, W. C. (1995). *Multivariate Data Analysis with Readings*. Prentice Hall.
- Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2007). *Research Methods for Business*. John Wiley & Sons.

- Hair, J. F., Ortinau, D. J., & Harrison, D. E. (2010). *Essentials of Marketing Research* (Vol. 2). McGraw-Hill/Irwin.
- Jouda, A. A., Ahmad, U. N. U., & Dahleez, K. A. (2016). The Impact of Human Resource Management Practices on Employees Performance: The Case of Islamic University of Gaza in Palestine. *International Review of Management and Marketing*, 6, 1080-1088.
- Kuen, C. W., Zailani, S., & Fernando, Y. (2009). Critical Factors Influencing the Project Success amongst Manufacturing Companies in Malaysia. *African Journal of Business Management*, 3, 16-27.
- MacKinnon, D. P., & Fairchild, A. J. (2009). Current Directions in Mediation Analysis. *Current Directions in Psychological Science*, 18, 16-20.
<https://doi.org/10.1111/j.1467-8721.2009.01598.x>
- Mira, M., Choong, Y., & Thim, C. (2019). The Effect of HRM Practices and Employees' Job Satisfaction on Employee Performance. *Management Science Letters*, 9, 771-786.
<https://doi.org/10.5267/j.msl.2019.3.011>
- Morgan, G. A., & Harmon, R. J. (1999). Sampling and External Validity. *Journal of the American Academy of Child and Adolescent Psychiatry*, 38, 1051-1053.
<https://doi.org/10.1097/00004583-199908000-00023>
- Ogalo, H. S. (2020). Strategic Management of HRM Practices and Innovation Performance in the High-Tech Fiber-Glass Sector in Bahrain: Mediating Role of Organisational Innovation. *Annals of Contemporary Developments in Management & HR (ACDMHR)*, 2, 43-55. <https://doi.org/10.33166/ACDMHR.2020.03.006>
- Othman, B. J., Al-Kake, F., Diah, M. L. M., Othman, B., & Hasan, N. M. (2019). This Study Examines the Antecedents and the Effects of Knowledge Management and Information Technology in the Manufacturing Industry. *International Journal of Psychosocial Rehabilitation*, 23, 899-908.
- Sekaran, U. (2000). *Research Methods for Business: A Skill Building Approach*. John Wiley and Sons.
- Sekaran, U. (2003). *Research Methods for Business* (4th ed.). John Wesley.
- Sindi, A., & Javed, U. (2021). Impact of Employee Job Satisfaction on Employee Performance. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18, 554-563.
- Top, C., & Ali, B. J. (2021). Customer Satisfaction in Online Meeting Platforms: Impact of Efficiency, Fulfillment, System Availability, and Privacy. *Amazonia Investiga*, 10, 70-81.
<https://doi.org/10.34069/AI/2021.38.02.7>
- Zikmund, W. G. (2000). *Business Research Methods* (6th ed.). The Dryden Press.