

## An Insight into the Influence of HRM Practices on Employees' Satisfaction in the Manufacturing Company

Z.J. Chow<sup>1</sup>, U.N. Saraih<sup>1</sup>, Noormaizatul Akmar Ishak<sup>1</sup>, M.Y. Bibi Noraini<sup>2</sup>, S. Abdullah<sup>1</sup> and J. Ansari<sup>3</sup>

<sup>1</sup>Faculty of Applied & Human Sciences, Universiti Malaysia Perlis, Perlis, Malaysia

<sup>2</sup>Faculty of Business & Management Sciences, Kolej Universiti Islam Perlis, Perlis, Malaysia

<sup>3</sup> Management and HRM Department, Institute of Business Management, Karachi, Pakistan

### ABSTRACT

*The manufacturing industry has been and continues to be the bedrock of the Malaysian economy. A business that integrates a harmonious employer-employee relationship leads to an ideal path, driving a successful and profitable venture. Principal role of a company's management is to develop and manage the human capital element, taking care of employees' welfare, considering their resourcefulness in terms of knowledge and skills for effectively contributing to the organisational's objectives. There are several attributes that link and influence employees with job satisfaction. The objective of this research study is to examine the link and influence of human resource management (HRM) practices, such as training, compensation, safety & health, and performance appraisal, on job satisfaction among employees in a manufacturing company located in Kulim, Kedah. A total of 328 employee-respondents took part in this research study and the questionnaires were distributed through their HRM office. Data collection was received online with the aid of Google forms. The research analyses were performed by using Statistical Package for Social Sciences (SPSS), version 22. Results indicated that performance appraisal created the most significant influence on employees' satisfaction ( $\beta=0.278$ ,  $t=3.668$ ,  $p<0.05$ ), followed by compensation ( $\beta=0.229$ ,  $t=3.741$ ,  $p=0.000$ ), and lastly safety & health ( $\beta=0.180$ ,  $t=2.756$ ,  $p<0.05$ ). We did not observe any significant influence with regards to the link between training and employee satisfaction ( $\beta=0.089$ ,  $t=1.431$ ,  $p>0.05$ ). Finally, in the conclusion section, few suggestions to increase the level of employees' satisfaction based on this study have been highlighted.*

**Keywords:** Job Satisfaction, Training, Compensation, Safety & Health, Performance Appraisal.

### 1. INTRODUCTION

The gross domestic product (GDP) in the Malaysian manufacturing sector showed a decline of almost 18.3% (Ahmad & Syafiqah, 2020). It means that productivity was reduced in the manufacturing industry and this may be due to the lower level of performance among employees who worked in the industry. Besides that, the reduction of GDP in the manufacturing industry showed that something occurred in the industry and workers could be one of the factors. Generally, the employees play an important role as well as an important catalyst in the development of this industry for the smooth operation of the organisation or company. Any organisation requires its employees to use their personal talents at work and provide the best performance to promote the organisation's mission and vision attributes. However, one of the problems and issues that organisations must confront is employee's turnover. The situation where a worker leaves or quits to find a new job is defined as employee turnover (Abdul Latif &

Saraih, 2016) and the primary reason why an employee would contemplate leave the company or the organisation is due to job dissatisfaction.

In a fast and dynamic technology era, organisations need to constantly improve their own strength by having a cautious business policy designed to reach the industry's business aims and objectives. Human resources (HR) is an important element resource for all companies, and sufficient management of HR can help to improve the organisation's productivity (Abdul-Halim, Che-Ha, Geare & Ramayah, 2016). Several researchers have proven that exemplary HRM practices can increase job satisfaction and ultimately improve organisational's performance (Lamba & Choudhay, 2013). A study has been conducted to understand the current HRM policies and practices, such as recruitment/selection, compensation, job security, career development, training and development, management style, job design and responsibilities, rewards and motivation, and lastly, the work environment and its impact on job satisfaction (Majumder, 2012).

Besides that, the unfair payment of salary among the employee and workers in the organisation would negatively affect employee's satisfaction with their job (Mira, Choong & Thim, 2019). The employee would feel unhappy when a low productivity colleague receives or gets more salary than the former over similar job functions. In this situation, employee's satisfaction would decrease and the latter would choose to leave the organisation for a new job. Hence, it is of paramount importance that organisation needs to look into efficient means of rewarding their employees fairly.

Job satisfaction is a critical element or outcome during the working period of an employee in an organisation. The first issue refers to the lack of training programs provided by the organisation to the employee, which would have a causal effect on job satisfaction. For example, if an employee does not receive the training programs that they are expected to attend by the organisation, they would feel sad and may not be satisfied with their jobs (Theresa & Henry, 2016). An unsafe and dangerous working environment in an organisation would translate into a lower satisfaction level among the employees in the organisation (Mitchell, 2013). Nowadays, employees choose an organisation and company for employment based on the known safety and health issue criteria. This is because if the safety and health issues of the employees are compromised or not protected by the organisation, it means that the employees would be exposed to unexpected accidents at their workplaces. Due to these issues, some employees may not be able to focus on their jobs because their safe ties at work are not guaranteed. In order to meet the organisational standards, employees looked for confirmed safe ties at workplaces without encountering problems that would otherwise prevent them from accomplishing professional skills in the job (Raziq & Maulabakhsh, 2015).

Equally important, the lack of performance appraisal in an organisation would compromise the worker's satisfaction with their job (Kampkötter, 2017). The performance appraisal can identify the productivity level for each employee or worker. After the performance of each worker is evaluated, the organisation then can determine which staff deserved to be promoted from an existing position to a higher position. Nonetheless, for varied reasons, there are some organisations and companies which do not conduct annual appraisals on their employee but instead promote some workers who are low on productivity to a higher position. Arising from this inequality issue, the employee who had a high level of productivity would feel upset and not satisfied with their job. Ultimately, they would choose to abruptly leave the company. It would be a great loss for the company or organisation if an employee abruptly resigns, as the company or organisation needs to find a suitable and qualified replacement. Any replacement exercise is an expensive and laborious process, which includes recruitment and training costs that would affect the company's profitability (Memon, Sallaeh, Rosli Baharom, Nordin & Ting, 2017).

## **2. LITERATURE REVIEW**

### **2.1 The Concepts of Job Satisfaction**

Based on the existing literature, the level of employee job satisfaction is very important for all organisations. The success of a business depends largely on the level of employee satisfaction during the working period (Culibrk, Delic, Mitrovic & Culibrk, 2018). Satisfied employees would generate positive results. The higher the level of employee's job satisfaction, the more successful would the organisation be. Workers who are satisfied with the organisation do not unnecessarily leave the organisation and in addition, the organisation can retain long-serving and loyal employees. In this way, employees can achieve high-level goals and accord with an array of benefits from the organisation. Employees gain high performance when they are happy and satisfied with their job (Ölçer & Florescu, 2015). Besides that, previous scholars have conducted a considerable number of studies on job satisfaction from the aspect of HRM practice and HR management, in improving employee satisfaction (Chumpon, Anunya & Tawatchai, 2020). Nowadays, employees are satisfied with organisations tackling their environmental needs. Nevertheless, there are instances where employees do not have a sense of belonging nor faith in the company and will try to quit at the most opportune time upon receiving options from other competitive companies. In a typical organisations-employees relationship, organisations that treat and compensate employees fairly would increase employees' loyalty, enabling the latter to garner psychological support and achieve greater satisfaction from the former (Gill, Nisar, Azeem & Nadeem, 2017).

Singhai (2016), thinks or opined that employee satisfaction with their job is a process of evaluating the work and an appropriate contribution to the company to achieve personal goals. The nature and expectations of the job have already become useful items to identify the level of satisfaction of employees in their job. Therefore, there are differences between the expected and actual performance. Moreover, the different levels or numbers of compensation received by the employee can lead to dislike or dissatisfaction with their job. For example, an employee expects that he or she is entitled to receive RM 2000 based on the job requirement, but eventually, the actual amount given is only RM 1500. Hence, this would naturally cause the employee to dislike the job. Job satisfaction can be referred to as the feeling and actual action by the employee towards the job in an organisation (Salunke, 2015). Rajput, Mahajan, and Agarwal (2017), pointed out that if the employees feel satisfied with their job, they would be producing good and exemplary work attitudes on their work. Therefore, the employee and other workers would work with harmony and hardworking during the working period in the organisation when the level of satisfaction is high in the working environment. The employee would also feel satisfied with their work in the organisation in order to improve higher work productivity.

### **2.2 The Concepts of Training**

By participating in training courses in the organisation, the more the employee knows about the organisation, the better is their satisfaction and performance levels (Hanaysha & Tahir, 2016). When an employee is satisfied with their job with proper training given, he/she would perform better compared with the previous time without training. Regular training programs would demonstrate the organisation's consistency in employee development (Huang & Su, 2016). Furthermore, training has played an important requisite in helping the organisation to produce good performance employees. As an example, training programs would able employees to learn new skills and techniques that are useful for them during the working period. Training programs have a distinct impact on improving employees' job satisfaction and performance level (Mozael, 2015).

Through training, the employee would be able to adapt to new skills and techniques that are effective for certain job functions since training equips employees for any miscellaneous skills and reduces their resistance to change (Shafini, Syamimi, Amalina, Rapidah & Sakina, 2016). Moreover, employees can pay more attention to training outside the work environment because they are less likely to be disturbed by work operations compared to training in the work environment. If the employees are properly trained, wastages in terms of time, money, and resources can be controlled. The organisation too saves a lot of administrative costs to recruit a new employee whenever a dissatisfied employee leaves.

**H<sub>1</sub>:** There is a significant influence of training on job satisfaction among employees in the manufacturing industry.

### **2.3 The Concepts of Compensation**

Money is a key element in motivating employees to increase organisational productivity and increases the level of job satisfaction. Money has an important motivation to achieve employee goals and guarantees, including safety, power, prestige, and a sense of achievement for the staff and workers. Since salary is rewarded or given based on the duty and job, it would affect employee satisfaction or dissatisfaction with their job. This means that benefits, compensation (direct and indirect), and incentives are compensation (remuneration) packages that create values for the organisation and its employees. According to Lussier and Hendon (2018), compensation is used to attract and retain employees in the organisation. At this time, compensation would replace job security and become the main driver of satisfaction. Employees who spend time and effort on the organisation can receive rewards for their performance in myriad forms. This reward would also affect employee motivation and job satisfaction levels (Wibowo, 2015). Indriyani and Heruwasto (2017) stated that direct compensation is the monthly salary that employees receive, whereas indirect compensation is the additional compensation provided to all employees in accordance with company policies to improve employee welfare (Putri, Hamid & Nurtjahjono, 2015). In addition, if the employee does not receive any feedback or response from the organisation regarding their job performance and duty, it would lead them to dislike their job. Therefore, if the basic needs of employees are ignored by the organisation, employees are tempted to leave the organisation instead of staying longer in the organisation. Rewards and compensation measures must be strictly adhered to in the organisation and should be based on the employee meeting a certain productivity level.

**H<sub>2</sub>:** There is a significant influence of compensation on job satisfaction among employees in the manufacturing industry.

### **2.4 The Concepts of Safety & Health**

When forming a company or an organisation, including the manufacturing industry, the safety goals, safety plans, policies, plans, and procedures should be recorded and properly documented (Shekh, 2015). From a legal perspective, employers and employees should communicate with each other to understand their preference for workplace safety. Failure to comply with and abide by the principles and laws can cause a moral hazard, threaten health, and endanger the lives of others. The organisation plays an important role and has a big responsibility in order to ensure that work productivity, quality, and job satisfaction, coupled with ensuring safety & health of employees and workers, are maintained at all times. On the other hand, employees have the right to ensure adequate protection of their own safety and health at workplaces. Hence, in all fairness, the organisation should be given severe punishment from the government if it does not take care of employee welfare, in particular, safety & health.

The training program for occupational safety & health for employees should include or provide by the organisation in order to improve job satisfaction (Hamid, 2015). For example, the organisation can send the employee to attend some programs related to safety & health organised by the government, as such program can improve the knowledge on the safety & health aspects at workplaces. Likewise, on their part, the employee should provide regular feedback to the organisation on the need for special training on safety and health at the workplace, when the need arises (Taufek, 2016). All feedbacks, responses, and suggestions would give an indication to the organisation that the safety and health issues are being compromised and that immediate corrective actions are required.

**H<sub>3</sub>:** There is a significant influence of safety & health on job satisfaction among employees in the manufacturing industry.

## **2.5 The Concepts of Performance Appraisal**

Effective evaluation and performance management are critical to helping the organisation achieve the desired mission and vision, besides also helping the employee to transcend from a lower position to a higher position in the job. Ramous Agyare, Mensah, Aidoo, and Ansah (2016) pointed out that the process of evaluating employee performance would enhance their motivation to achieve better performance and achieve organisational goals. Employees who have not undergone performance reviews would not be hardworking during the working period and eventually develop attitudes towards work. Due to the lack of an effective system of performance evaluation in the organisation, employee's satisfaction and productivity would also be affected. Previous research or study also provided evidence that HR activities, such as performance appraisal, can improve job satisfaction (Chuang, Jackson & Jiang, 2016). By conducting evaluations, employee performance can be improved in any organisation. The results would be based on the goals set at the beginning of the evaluation cycle. The goals would help employees express their performance goals. Supervision of performance during the evaluation process would help people with poor performance and support the provision of high-quality services (Wahjono, 2015).

**H<sub>4</sub>:** There is a significant influence of performance appraisal on job satisfaction among employees in the manufacturing industry.

## **3. METHODOLOGY**

In this research study, targeting the entire market for respondents would be time-consuming and costly; therefore, employees and people who actually work in the manufacturing industry would be the target demographic in order to carry out the research. There are numerous manufacturing companies in Malaysia. The Federation of Malaysian Manufacturers (FMM, 2021) stated that there are some 3,000 odd manufacturing and industrial service companies in Malaysia. Besides that, the Department of Statistics Malaysia (DOSM) is currently conducting the 2017 Monthly Manufacturing Company Survey, compiling a list of the number of manufacturing companies in Malaysia starting from the reference month of January 2017. The survey covers a total of 155 out of the 259 companies in the manufacturing industry, including a focused company targeted in this research study. Hence, it is difficult for the researchers to target respondents from the entire list. Nonetheless, employees from a chosen manufacturing company would be the main indicator or important determinant for selecting respondents in this research. The total number of employees in this focused company was more than 2000 staff, thus the sample size of 328 targeted

respondents is considered acceptable to conduct further analysis (Morgan table). Due to the possibility of unused data (unreturned questionnaires), a total of 450 questionnaires were distributed to the respondents, indicating a 72% confidence level and a margin of +/- 5% error range. In this study, the researchers distributed the Google survey forms to employees in this company, located in Kedah. The State of Kedah was chosen as there were many manufacturing companies and industries, most of which were located in the Kulim Hi-Tech Industrial Park. The researchers distributed a total of 450 Google survey forms to employees in this manufacturing company with the assistance of their HR Department. The entire exercise in collecting data from the respondents commenced from February 1<sup>st</sup>, 2021, and lasted until May 1<sup>st</sup>, 2021.

In this study, the researchers used constructive questionnaires in the survey form to simplify the procedure of analysing the respondent's data. Simplified questionnaires can be easily distributed to a wide group of respondents within a short period, such as one week, and can expedite data recording. The questionnaires made by the researchers are adopted from previous authors. It is much simpler and avoids time wastage to design new questionnaires for the survey. A total of 27 questions were set by the researchers in each questionnaire form. The question was segregated into two parts, Sections A and B.

In Section A, a few demographic questions were asked, such as nationality, level of education, gender, monthly income, and age. In Section B, 21 questions were listed and the respondents were required to provide answers to them through a five-point of Likert scale. The scale encompassed 5 options/levels for respondents to select or choose; starting with Strongly Agree (Level-5), Agree (Level-4), Neutral (Level-3), Disagree (Level-2), and Strongly Disagree (Level-1).

The primary reason for designing Section B was to establish the relationships between the dependent and the independent variables. In Sub-section B1, there were four questions to measure the employee satisfaction levels with their job, referred to as one of the dependent variables. Additionally, there were 17 questions for measuring independent variables in the questionnaires form. Each independent variable contained 4 to 5 questions, including 5 questions on training and 4 questions each on compensation, safety and health, and on the performance appraisal. Sub-section B2 was designed to measure the training programs provided to the employees. Sub-section B3 was used to measure how compensation affects employee's job satisfaction. Next, Sub-section B4 measured how safety and health in the workplace influence employee job satisfaction. Lastly, in Sub-section B5, the related questions probed whether the performance evaluation rating, given to each employee by their company, affects job satisfaction.

### **3.1 Pilot Test**

The reason for conducting this test was to find out the primary and additional errors that could have occurred in the main questionnaires form, as without this test, the results of the study might not be accurate, effective, or correctly interpreted. With exact results, data correctness, reliability, and validity can be maintained or controlled by undertaking the pilot test in order to achieve the research aims and objectives.

In this research, the researchers used 20 sets of questionnaires for the pilot testing - Table 1. Thereafter, the SPSS software was used by the researchers to test the reliability and legality of the data and these came out with exact results. The pilot test enabled the researchers to have a clearer picture of the concepts, there by generating more effective results. If the results showed a low level of reliability and were not correct, the researchers needed or must redraft the

questionnaires and design more questions than suited the target respondents. Notwithstanding this, the researchers would perform a retest operation until a reliable result was obtained.

**Table 1:** Reliability Results of Pilot Test (20 respondents)

Variables	Cronbach's Alpha	Number of Items
Job Satisfaction	0.691	4
Training	0.651	5
Compensation	0.619	4
Safety & Health	0.604	4
Performance Appraisal	0.761	4

## 4. RESULTS AND DISCUSSIONS

### 4.1 Demographic Profile of Respondents

In terms of nationality, out of the 328 respondents, a total of 291 respondents (88.7%) were Malaysians with the remaining 37 respondents (11.3%) being non-Malaysians. On gender, 111 were male respondents (33.8%) and 217 being female respondents (66.2%). It showed that female employees who worked in this company accounted for more than two-thirds of the total employees. Majority of the respondents had ages between 18 to 24 years old (200: 61.0%), with the lowest age group was between 55 to 64 years old (8: 2.4%). The other age group respondents were between 25 to 34 years old (78: 23.8%), followed by the age groups of between 35 to 44 years (24: 7.3%), and between 45 to 54 years old (18: 5.5%).

As for the educational level, most of the respondents (178: 54.3%) in this company graduated with a Bachelor's Degree, followed by College graduates (73: 22.3%), and from High Schools with the Malaysian Higher School Certificate (65: 19.8%). Only 12 respondents (3.7%) graduated with a Master's Degree. On the marital status, the bulk of the respondents were Singles (238: 72.6%) with the remaining 90 respondents (27.4%) being Married employees. In terms of Monthly Income, 103 respondents (31.4%) earned between RM 1,001 to RM 2,000, followed by 92 respondents (28.0%) earning below RM 1,000; 47 (14%) of the respondents earned between RM 3,001 to RM 4,000 and 84 (25.3%) of respondents earned between RM 2,001 to RM 3,000 per month. Only 2 respondents (0.6%) earned a salary between RM 4,001 to RM 5000, and above RM 5,001.

### 4.2 Mean Analysis of the Variables

**Table 2:** Analysis of Min, Max, Mean and Standard Deviation (SD) Values for Variables.

Variables	N	Minimum	Maximum	Mean	SD
Job Satisfaction	328	1.75	5.00	3.8338	0.71478
Training	328	1.00	5.00	3.6512	0.78006
Compensation	328	1.25	5.00	3.7797	0.82260
Safety & Health	328	1.75	5.00	3.9596	0.85363
Performance Appraisal	328	1.00	5.00	3.7980	0.96150

The range of the mean for all variables was between the values of 3.6000 to 4.0000. The mean for job satisfaction, training, compensation, safety & health, and performance appraisal was 3.83, 3.65, 3.78, 3.96, and 3.79 respectively, indicating that employees in this company had the highest mean level on safety & health and the lowest mean level on training. The SD value is used to calculate the variable's variability, showing that job satisfaction reported an SD of 0.71, followed by training (SD=0.78), compensation (SD=0.82), safety & health (SD=0.85), and performance appraisal (SD=0.96).

As presented in Table 2, the respondent's minimum response for the independent variables of training and performance appraisal was at 1.00 value for each variable. This demonstrated that few respondents disagreed with some questions on training and performance appraisal and they perceived these variables were provided at the minimum level. Nevertheless, the majority of the respondents agreed with the questions on these variables (i.e. training and performance appraisal) as reported in Table 2. Besides that, job satisfaction and safety & health recorded the highest value (of 1.75) in the column on minimum. All the 5 variables in this research study had similar values of 5.00 in the column on maximum.

### 4.3 Inter-correlation between Variables

**Table 3.** Inter-correlation between Variables

Variables	N	Job Satisfaction	Training	Compensation	Safety & Health	Performance Appraisal
Job Satisfaction	328	-				
Training	328	0.522**	-			
Compensation	328	0.599**	0.658**	-		
Safety & Health	328	0.597**	0.598**	0.659**	-	
Performance Appraisal	328	0.640**	0.733**	0.692**	0.765**	-

\*\*Correlation is significant at the 0.01 level (2-tailed).

Table 3 presented the correlation analyses between all the 5 variables for 328 respondents in this study. Training had a strong relationship with employee's job satisfaction ( $r=0.522$ ,  $p<0.01$ ). Compensation too had a very strong relationship with employee satisfaction ( $r=0.599$ ,  $p<0.01$ ), followed by safety & health ( $r=0.597$ ,  $p<0.01$ ), and lastly performance appraisal ( $r=0.640$ ,  $p<0.01$ ). In conclusion, it can be deduced that there were positive correlations between all the identified variables as presented in this study.

### 4.4 Multiple Regression Analysis

**Table 4.** Regression Analysis on the Influence of HRM Practices on Employees' Job Satisfaction

Variables	$\beta$	t-value	p-value	Findings
Training	0.089	1.431	0.153	Not Supported
Compensation	0.229	3.741	0.000	Supported
Safety & Health	0.180	2.756	0.006	Supported
Performance Appraisal	0.278	3.668	0.000	Supported

\*Correlation is significant at the 0.01 level (2-tailed).

Table 4 shows the regression analysis results. Here, the researchers' aims were to look at the influence of performance appraisal on job satisfaction, which recorded a significance level of 0.00 ( $p<0.05$ ). Thus, the fourth hypothesis ( $H_4$ ) is accepted based on the outcome of the results ( $\beta=0.278$ ,  $t=3.668$ ,  $p=0.000$ ). Next, the independent variable, compensation, showed a second higher significance level of 0.00 ( $p<0.05$ ). In this situation, it means that there is a significant influence of compensation on employee's job satisfaction in this company ( $\beta=0.229$ ,  $t=3.741$ ,  $p=0.000$ ). Thus, the second hypothesis ( $H_2$ ) is accepted based on the result of this study.

The next independent variable, namely safety & health, also showed a significant influence on job satisfaction based on the significance level recorded at 0.006 which is less than 0.05 ( $p<0.05$ ). Hence, this translated into a significant influence of safety & health on employees' job satisfaction ( $\beta=0.180$ ,  $t=2.756$ ,  $p=0.006$ ). As such, the third hypothesis ( $H_3$ ) is accepted based on the result of this study.



In summary, the research hypotheses for the independent variables such as performance appraisal, compensation, and safety & health are correlated with job satisfaction and therefore are accepted in this study.

However, as can be seen in Table 4, that the significant level for training was recorded at 0.153, which showed a value exceeding the 0.05 level ( $p > 0.05$ ). What this means was that training did not have a significant influence on employee's job satisfaction in this company ( $\beta = 0.089$ ,  $t = 1.431$ ,  $p = 0.533$ ). Thus, the first hypothesis ( $H_1$ ) is not accepted based on the result of this study.

## 5. CONCLUSIONS

Based on the multiple regression analysis performed, the resulting outcome showed that compensation had the second-highest significance level of 0.00 ( $p < 0.05$ ) with a standardised coefficient value of  $\beta = 0.229$ . According to Mira, Choong & Thim (2019), there is a link between compensation, such as wage increase, and work happiness. Employees would feel offended if their income is lower than expected or the reference level and on the contrary, the situation would be reversed once the reference level is achieved. More so, the employees would benefit from having a better compensation management policy, such as higher wages, since they would be more motivated, happy, and contented with their work.

Moreover, the results presented that safety & health had the third-highest significance level of 0.006 which was less than 0.05 ( $p < 0.05$ ) with standardised coefficient value of  $\beta = 0.180$ . Risk variables, such as biology and chemistry, were the two most impacting factors on safety & health at workplaces, according to previous studies. Employee job satisfaction would drop when occupational health and safety risk factors rise. The ergonomic design may be carried out through increasing employee physical and mental safety, as well as job satisfaction (Kilic & Selvi, 2009). Besides, one of the variables that have a detrimental influence on health is occupational stress. It would result in a higher turnover rate and poor performance.

In essence, a good and professional management of HR policies and guidelines may protect employees' welfare and well-being, providing employees with safe working circumstances and reduce the negative consequences of ill health and workplace injuries.

Last but not least, the result presented that performance appraisal exhibited the highest significance level of 0.00 ( $p < 0.05$ ) with a standardised coefficient value of  $\beta = 0.278$ . Pettijohn (2001), performed a polls research study and presented a link between the features of the assessment procedure and salespeople's work happiness. According to the poll results, if management wants its staff to be happy, they may need more professional management and assistance. Furthermore, the findings reveal that workers are most satisfied when they completely grasp the performance appraisal evaluation criteria, agree with the standards established, trust that the evaluation results have an influence on their compensation levels, and believe that the review process is fair. Concurring with the above, Poon (2004) found that when employees feel that their performance assessments are influenced by emotional reasons, such as personal preferences or to penalize employees, their job satisfaction decreases.

In wrapping up, the researchers wish to offer and provide some ideas, suggestions, and recommendations for future study, with the primary goal of achieving better and more trustworthy research findings. Firstly, the recommendation relates to expanding the research parameters and study scopes. For example, future researchers should expand the parameters and scopes to include other types of companies in the manufacturing industry, rather than just focusing on one single manufacturing company, and in addition, expanding the coverage to include respondents from neighbouring countries in similar markets niche. In doing so, future researchers would have a more accurate understanding of the influence of HRM on job

satisfaction among employees in manufacturing companies, locally and across country borders. At the same time, future researchers would be able to determine other variables of HRM practices that could possibly influence employee job satisfaction and thus in doing so, be able to determine possible solutions, remedies, or suggestions to improve employee job satisfaction in the industry environment of manufacturing companies.

## REFERENCES

- Abdul Latif, F. D. & Saraih, U. N. (2016). Factors Influencing Employee Turnover in Private Sector in Malaysia. *Australian Journal of Basic and Applied Sciences*, 10(7), 51-55.
- Abdul-Halim, H., Che-Ha, N., Geare, A. & Ramayah, T. (2016). The Pursuit of HR Outsourcing in an Emerging Economy: The Effects of HRM Strategy on HR Labour Costs. *Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration*, 33(2), 153-168.
- Ahmad, N. I. & Syafiqah, S. (2020, AUG 14). BNM: Malaysia GDP Contracted 17.1% in 2Q20, Worst Decline since 4Q98. Retrieved from THEEDGEMARKETS: <https://www.theedgemarkets.com/article/bnm-2q-gdp-contracts-171-due-sudden-halt-economic-activities-april#>
- Chuang, C.-H., Jackson, S. E., & Jiang, Y. (2016). Can Knowledge-intensive Teamwork be Managed? Examining the Roles of HRM Systems, Leadership, and Tacit Knowledge. *Journal of Management*, 42(2), 524-554.
- Chumpon, R., Anunya, T., & Tawatchai, S. (2020). Effect of Human Resource Management Practices on Employee Performance Mediating by Employee Job Satisfaction. *A multifaceted review journal in the field of pharmacy*, 11(3), 37-47.
- Culibrk, J., Delic, M., Mitrovic, S. & Culibrk, D. (2018). Job Satisfaction, Organisational Commitment and Job Involvement: The Mediating Role of Job Involvement. *Frontiers in psychology*, 9, 132.
- Gill, S. S., Nisar, Q. A., Azeem, M., & Nadeem, S. (2017). Does Leadership Authenticity Repays Mediating Role of Psychological Empowerment? *WALIA Journal*, 33(1), 64-73.
- Hamid, H. A. (2015). The Influences of Safety Culture towards Safety Performance: A Case of Convatec, Sungai Petani, Kedah.
- Hanaysha, J., & Tahir, P. R. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Job Satisfaction. *Procedia-Social and Behavioral Sciences*, 219, 272-282.
- Huang, W.-R., & Su, C.-H. (2016). The Mediating Role of Job Satisfaction in the Relationship between Job Training Satisfaction and Turnover Intentions. *Industrial and Commercial Training*, 48(1), 42-52.
- Indriyani, A.U., & Heruwasto, I. (2017). Effect of Compensation and Benefit to Employee Engagement through Organisation Brand in Indonesia's Startup Company. *Jurnal Manajemen Teori dan Terapan*, 83-92.
- Kampkötter, P. (2017). Performance Appraisals and Job Satisfaction. *The International Journal of Human Resource Management*, 28(5), 750-774.
- Kilic, G. & Selvi, M. S. (2009). The Effects of Occupational Health and Safety Risk Factors on Job Satisfaction in Hotel Enterprises. *Ege Academic Review*, 9(3), 903-921.
- Lamba, S. & Choudhary, N. (2013). Impact of HRM Practices on Organisational Commitment of Employees. *International Journal of Advancements in Research & Technology*, 2(4), 407-423.
- Lussier, R.N. & Hendon, J.R. (2018). *Human Resource Management (3rd ed.)*. Singapore: SAGE Publications Asia-Pacific Pte. Ltd, Singapore.
- Majumder, T. (2012). Human Resource Management Practices and Employees' Satisfaction Towards Private Banking Sector in Bangladesh. *International Review of Management and Marketing*, 2(1), 52-58.
- Memon, M. A., Sallaeh, R., Rosli Baharom, M. N., Nordin, S. M., & Ting, H. (2017). The Relationship between Training Satisfaction, Organisational Citizenship Behaviour, and Turnover Intention:

- A PLS-SEM Approach. *Journal of Organisational Effectiveness: People and Performance*, 4(3), 267-290.
- Mira, M., Choong, Y., & Thim, C. (2019). The Effect of HRM Practices and Employees' Job Satisfaction on Employee Performance. *Management Science Letters*, 9(6), 771-786.
- Mitchell, D. (2013, March 27). What is Health and Safety and What does it Mean for Me? Retrieved from Envico: <https://www.healthandsafetycourse.co.uk/articles/what-is-health-and-safety-and-what-does-it-mean-for-me/>
- Mozael, B. M. (2015). Impact of Training and Development Programs on Employee Performance. *International Journal of Scientific and Research Publications*, 5(11), 38-42.
- Ölçer, F. & Florescu, M. (2015). Mediating Effect of Job Satisfaction in the Relationship between Psychological Empowerment and Job Performance. *Theoretical and Applied Economics*, 22(3), 111-136.
- Pettijohn, C. (2001). Are Performance Appraisals a Bureaucratic Exercise or Can They be Used to Enhance Sales-force Satisfaction and Commitment? *Psychology & Marketing*, 18(4), 337-364.
- Poon, M. (2004). Effects of Performance Appraisal Politics on Job Satisfaction and Turnover Intention. *Personnel Review*, 33(3), 322-334.
- Putri, A. C., Hamid, D., & Nurtjahjono, G. E. (2015). Pengaruh Kompensasi Langsung Terhadap Kepuasan Kerja dan Kinerja Karyawan (Studi pada Karyawan Bagian Hubungan Pelanggan Perusahaan Daerah Air Minum). *Jurnal Administrasi Bisnis*, 27, 1-8.
- Rajput, B. L., Mahajan, D. A., & Agarwal, A. L. (2017). An Empirical Study of Job Satisfaction Factors of Masons Working on Construction Projects in Pune. *IUP Journal of Management Research*, 16(1), 36-46.
- Ramous Agyare, G. Y., Mensah, L., Aidoo, Z., & Ansah, I. O. (2016). Impacts of Performance Appraisal on Employees' Job Satisfaction and Organisational Commitment: A Case of Microfinance. *International Journal of Business and Management Institutions in Ghana*, 11(9), 281-297.
- Raziq, A. & Maulabakhsh, R. (2015). Impact of Working Environment on Job Satisfaction. *Procedia Economics and Finance*, 23, 717-725.
- Salunke, G. (2015). Work Environment and Its Effect on Job Satisfaction in Cooperative Sugar Factories in Maharashtra. India. *Abhinav. International Monthly Refereed Journal of Research in Management & Technology*, 4(5), 21-31.
- Shafini, N., Syamimi, J., Amalina, N., Rapidah, S., & Sakina, H. (2016). Workplace Training: Reinforcing Effective Job Performance. *e-Academia Journal UiTMT*, 5(1), 1-15.
- Shekh, M. I. (2015). A Study of Health and Safety: A Study of Selected Employess in Innovative Cuisane Private Limited. *Maharaja Sayajirao University*, 1-73.
- Singhai, M. (2016). *International Science Community Association. Mini Review Paper., Research Journal of Management*, 5(9), 66-68.
- Tahir, N., Yousafzai, I. K. & Jan, S. (2014). The Impact of Training and Development on Employees Performance and Productivity A case study of United Bank Limited Peshawar City, KPK, Pakistan. *International Journal of Academic Research in Business and Social Sciences*, Vol. 4, No. 4, pp. 86-99.
- Taufek, F. H. (2016). Safety and Health Practices and Injury Management in Manufacturing Industry. *7th International Economics & Business Management Conference*, 705-712.
- Theresa, I. & Henry, C. (2016). The Impact of Job Satisfaction on Employees Performance: A Study of Nigerian Breweries PLC Kaduna State Branch, Nigeria. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 5(11), 13-23.
- Wahjono, S. I. (2015). *Manajemen Sumber Daya Manusia*. Jakarta: Penerbit Salemba Empat.
- Wibowo. (2015). *Manajemen Kinerja (5th ed.)*. Jakarta: PT Raja Grafindo.

