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BUSINESS PROCESS MANAGEMENT

Bohdan Deremeshko
MASTER THESIS

DARBUOTOJŲ PASITENKINIMO DARBU LŪKESČIŲ ĮTAKA PERSONALO PROCESŲ VALDYMUI	THE IMPACT OF EMPLOYEE PERCEPTION OF THE JOB SATISFACTION ON HR PROCESS MANAGEMENT
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Supervisor Dr. Aida Mačerinskienė

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INTRODUCTION

Relevance of the topic. In the modern and fast-paced world, companies worldwide have to face the challenge of constantly modifying and adopting their internal human resource management processes due to both external and internal factors that bring a high-level competitiveness with other companies that are establishing new standards in the business world and are attractive for employees. While there is constant and intense ongoing competition between different companies that are forcing organisations to improve and change, there are plenty of internal factors that are believed to be very powerful and rewarding drivers for change within an organisation. As one of such internal factors, companies all over the world have to consider the effectiveness of implementation of HR processes (Wang et al., 2019). As a response for implementation of different processes, HR practices are impacting employee perception in a form of employee job satisfaction. Job satisfaction is a significant factor that was proven to be a predictor for organisational success (Naseem et. al 2011). However, recently there was too much attention brought to study the positive effects that human resource processes have on behaviour outcomes and achievement of organisational goals, while there was little to no exploration of the way employees perceive these processes from their perspective (Cesario, 2015; Pombo & Gomes, 2019). Based on the assumption that all human resource management processes that were found to have a significant impact on job satisfaction are perceived differently by employees of public sector organisations, this study aims to identify how satisfaction with various implemented processes impacts the employee overall perception.

Human resource department within an organisation is present at every stage of organisational development as well as guiding the organisation's employees through their work career. Human resource management is taking a huge part in every employee's career path. Their involvement and processes start from the moment a candidate applies for a position or even earlier while considering the requirements for an open position within an organisation, following with every stage of recruitment process up until the position is closed, continuing the processes during employment and even during the exit stages.

The level of exploration of the topic. Over the recent decades, the topic of implementation of various HR processes and practices gained a lot of attention. It was proven that on the employee level, the way human resources management processes are perceived plays an important role between the implemented processes and expected behaviours of employees as well as organizational outcomes (Pombo & Gomes, 2019). Moreover, many researchers agree that employee perception plays a key role in effective implementation of HR processes for any

organisation. At the organisational level, employee perception of implemented management practices was proven to be a predictor for performance (Wang et al., 2019). As multiple previous studies on the topic of employee satisfaction have concluded, HR processes have a great impact on employee satisfaction and employee performance which in turn impacts the company's financial performance (Chi & Gursoy, 2009). However, the main focus of these research is placed on the final outcomes of the human resource management processes and the way they impact employees overall job satisfaction while reaching organisational objectives. Primarily, the way HR processes are managed depends on the achieved metrics that either align with organisational goals or require improvements to meet them. Previously studied topics showed a research gap in studying the impact and importance of employee perception of human resource management processes, and the way employee's perception can help in managing those internal processes in order to achieve the best outcomes and meet organisational goals. Previously conducted studies have almost completely ignored the impact of employee perception of the organizational outcomes (Pombo & Gomes, 2019). Overall, there is a need in understanding how employees perceive implemented HR practices and what factors impact this perception (Jiang et al., 2015). Some researchers have found evidence that employees perceive internal human resource processes as a whole, without separating them and evaluating each and every one of the processes separately (Cesario, 2015). However, there is little to no evidence that this perception is consistent across various industries and organisations and this conclusion is suggested across multiple various studies. In addition to that, there are numerous factors that can have a significant influence on employee perception of HR practices, including personal traits and overall employment environment (Pombo & Gomes, 2019). That is where a second part of the current research gap appears, since researchers in similar fields favour private organisations and their management processes, while the public sector is not often given much attention. In terms of the different business sectors some research shows that the human resource management practices of public and private organisations indeed are different, and processes inside private organisations should not be expected to produce the same behaviour results as in the public sector organisations (Boyne et al., 1999, George 2015).

The novelty of Master thesis. No study on the perception of employee satisfaction has been done before aiming to conclude an employee perception of satisfaction model for HR process management specifically in the public sector.

The problem of Master thesis. Does employee perception of satisfaction with implemented HR processes differ?

There is a very low level of exploration of what potential impact employee perception of internal HR processes have on management of respective processes in a public organisation

(Pombo & Gomes, 2019). Valuable insights from the employee perspective of their satisfaction with internal human resource processes can help to understand how employees perceive internal HR processes as well as allow companies to make decisions regarding their process management in order to change their employee's perception while trying to meet their organisational goals.

The aim of Master thesis. This research aims to investigate employee satisfaction with implemented HR processes and to evaluate its impact on overall satisfaction with implemented processes, in order to conclude the employee perception model and describe practical applications.

The objectives of Master thesis.

1. To understand whether employees of a public organisation perceive every HR process separately, or all of them together as a whole.
2. To evaluate the potential impact of employee perception of internal HR processes on the management of these processes in a public organisation.
3. Summarize the results of data analysis and suggest scientific approach to the HR process management

The methods deployed by the Master thesis. Analysis of scientific literature is performed to form the foundation for hypothesis formulation, data collection and analysis. Convenience sampling technique is used in order to find research participants who satisfied the requirements of being the members of staff and faculty of a public sector institution Vilnius University and are exposed to internal HR processes. As a quantitative approach is a primary method for data analysis, a questionnaire that included measurement scales and items regarding every research construct was adapted. This step allowed to collect valuable data that is further used to reveal the relationship between identified variables and their significance in regard to the global perception of satisfaction with HR processes. Statistical analysis consists of a few stages including the Cronbach's alpha analysis to analyse the consistency and reliability of collected data and adopted measurement scales. Correlation analysis was conducted in order to identify any variables that are intercorrelated, giving more insights on the employee's perception of isolated processes and their combinations. Further, regression analysis was applied as the main way of revealing the significant correlation between the measurement items that can answer the research question and test selected research hypotheses. Upcoming chapter is dedicated for the analysis of existing literature aimed to identify HR processes suitable for studying them in terms of job satisfaction and employee perception.

The description of the structure of Master thesis. The literature analysis part reviews the existing literature regarding HR processes and employee satisfaction, as well as reviews differences in employee perception in the public and private sectors found by previously done

research. The methodological part reviews approaches taken in previous studies and combines them in order to present a research model from selected processes representing variables as well as analysis steps that would be sufficient for the current research. Followed by data analysis part, this section applies methodological requirements in practice by performing an analysis of collected data and linking them with findings made by other researchers. The final part gives conclusions regarding achieved research objectives as well as practical recommendations based on research findings.

2. THEORETICAL OVERVIEW OF VARIABLES AND HR PROCESSES AFFECTING EMPLOYEE JOB SATISFACTION AND THEIR ROLE IN EMPLOYEE PERCEPTION

2.1. Importance of Job Satisfaction and Employee Perception

Satisfaction is an important aspect that concerns people in every activity they pursue. No matter if it is part of a routine or a new activity, people always reflect on how satisfactory their experience was. Moreover, based on their personal assessment employees tend to make their life decisions accordingly. In general, satisfaction is a level of fulfilment of a person's needs, wants, and desires. It is mostly dependent on the specific expectations of an individual (Nancy C. Morse 1997).

As employment takes a huge part of everyone's time, no matter if it is self-employment or employment inside private or public organisation, individuals spend a huge amount of their personal time dedicated to their employment, work duties, tasks, and their careers as such (Sageer, 2012). It is also important to mention, that the longer the commitment to an activity compared to our available time, the more important it is for us in terms of joy and satisfaction.

Since employment and career covers a huge part of our available free time, people consider it to be one of the most important decisions they need to make, therefore, they expect to have satisfactory experience from all of the activities involved in their employment considering both formal work related duties as well as their overall experience with the organisation itself and all the practices that an employee will be involved into and the once that have a direct impact.

In terms of employee job satisfaction, it refers to the perceived measure of how happy an individual is while performing work-related duties and everything related to the work environment in which they spend their time (Nancy C. Morse 1997). It is also described in the literature as the employees' perceived feelings regarding the conditions inside their work organisation (Rodjam et.al 2020).

Employee satisfaction is a multi-factorial construct that has many different variables that can predetermine the satisfaction level of an employee inside an organisation. In general, employee satisfaction consists of a few main factors that can be grouped and named as basic factors, excitement factors and performance factors. All three satisfaction factors have a different effect on the employee in terms of job satisfaction. Basic factor is mostly related to the minimal causes or reasons that can create a feeling of dissatisfaction for an employee. On the other hand, excitement factors include variables that can increase the level of employee satisfaction, while

performance factors have a direct impact on satisfaction based on the level of employee performance inside an organisation (Naseem et. al 2011).

Satisfaction of an employee comes directly from the employee's work experience and includes several factors that can influence it, such as the nature of a job that is being performed by an employee, the amount of stress that an employee encounters while performing work related duties, the number of benefits and compensation that a company offers to an employee in order to cover the time spent performing work related duties. It is also very important to consider the overall working environment that is present inside the organisation, as well as social interactions and communications with the team members, superiors, and the workload that is given to an employee (Hanaysha & Tahir, 2016).

The list of factors that have an impact on employee job satisfaction might include even the smallest aspects of an employee's everyday work-related activity, and all of them would have a different significance to the employee, however most of them can actually be managed through human resource (HR) management practices that are implemented inside every organisation. Researchers define human resource management practices as methods that are used inside an organisation in order to achieve organizational strategic goals as well as to meet the employee's expectations and increase their level of their overall satisfaction. It was also concluded by multiple previous studies covering the topic of employee job satisfaction, that human resource management practices have a direct positive and significant impact on employee job satisfaction through its successful implementation (Mira et al., 2019). The result of human resource management practices correlates with employee job satisfaction which might result in both an increase as well as a decrease in employee job satisfaction based on the outcomes of the implementation of a particular process. In addition to that, previous research has shown that human resource management practices are associated with employee job satisfaction, as well as job satisfaction has a direct impact on employees work productivity and performance (Uddin et.al, 2017).

Satisfaction plays an important role in the life of every single individual and almost everything can be evaluated and perceived as a positive or a negative experience, which in turn impacts the level of employee's satisfaction. Since satisfaction has a direct impact on every person, it in turn impacts their behavioural aspects and actions taken by the person based on the level of satisfaction. Inside every organisation, there is a huge need in maintaining a high level of employee job satisfaction and employee loyalty that were proven to be significant factors for the organizational performance. In terms of work-related examples, satisfaction has been proven to be a pre-determinant of many factors for every organisation considering both private and public sector within any given industry.

There are many roles and positions within an organisation like managers and human resource representatives that are mostly interested in maintaining and improving employees' level of job satisfaction, and whose responsibilities are directly related to the practices that are targeting employee well-being as well as employee satisfaction. As one of the main tasks of those roles is to retain the most vital element of any organisation such as workforce, managers and human resource representatives need to make sure that employees are satisfied with the way things work inside their organisation, which defines employee's commitment and a likelihood of staying in that organisation (Sageer, 2012).

Mainly, the importance of employee job satisfaction starts from the very base of every human being's needs that are described in the Maslow Hierarchy of Needs theory, covering physiological needs, safety and security, sense of belongingness, self-esteem and self-actualizations, those needs are essential for every individual and each of the new levels of the hierarchy allows a person to achieve more in terms of their life quality (Mira et al., 2019). According to the theory, that list of human needs can be fulfilled only in this specific order starting from physiological needs, since a person is very unlikely to be concerned by self-actualization in life while being unable to provide the most basic materials and resources like not enough food to sustain one's life. That is where Maslow Hierarchy of Needs connects to the importance of employee job satisfaction. By providing employees a satisfactory environment for the work with competitive salary, career, and personal development as well as a safe work environment, an organisation can already fulfil the three first classes of human needs that are physiological, safety and security and belongingness (Mira et al., 2019). As an individual can cover the most basic need of the Maslow's hierarchy, there is a greater chance that the highest steps like self-actualization and sense of belongingness can also be connected to the work environment which in turn will bring a lot of benefits to the organisation that succeeded in covering those basic needs.

However, not only company's employees are interested in fulfilling their needs and having a high level of job satisfaction, as it is also tightly related to the organisational success and performance. While it might seem that employee job satisfaction only benefits an individual who receives the best out of what an organisation can offer, employee job satisfaction is also proven to be a significantly important variable that can predict the success of an organisation. Job satisfaction has a great impact on employee productivity, motivation, and organisational commitment (George 2015). As one of the first results of measuring and improving employee job satisfaction, it can pre-determine how committed the organisational workforce is to the organisation. Many factors that are crucial for any company can be improved by increasing employee satisfaction, such as employee productivity and employee motivation (Sageer, 2012).

Many researchers suggest that employee job satisfaction can play a primary role in allowing companies to achieve their financial objectives. As financial performance of an organisation and the level of satisfaction of company's employees is related, there is a simple logic that might explain this correlation, which states that if a company takes care of an employee, in turn, the employee will take care of the organisation he works in. However, level of satisfaction is not the only factor that has a great impact on financial performance, as it is described that those employees who are willing to take more responsibilities and take manager's perspective when it come to their work-related duties are working harder and more effectively, while not connecting their performance indicators with the level of their job satisfaction (Chi & Gursoy, 2009). As one of the examples from the construction industry described by Freeman (2005), the profit and growth of an organisation are primarily determined by customer loyalty. In turn, customer loyalty is a direct consequence of customer satisfaction and customer satisfaction is associated with creating value that mostly comes from loyal and dedicated employees. This example is a great representation of the chain of cause and effects in which employee satisfaction and motivation are clearly reflected in organisational financial performance and therefore satisfaction is considered as a very important factor and shows how a chain of taking care of an employee can result in employee taking care of organisational needs and working towards common goals and objectives.

However, even though there is a simple logic that is applicable in this case, in which it is stated that when a company takes care of an employee, employees in turn will take care of the customers, which can result in better performance, there is no constant proven relationship between employee satisfaction and financial performance of every single company. There are pieces of evidence reported in several studies that examine the direct relationship between employee satisfaction and financial performance, in which the effect of employee satisfaction is insignificant or even non-existent. Moreover, there are studies on the same topic that have identified even a constant negative relationship between employee satisfaction and the financial performance of a company (Chi & Gursoy, 2009).

From the given literature analysis of the importance of employee satisfaction and its relationship with organisational financial performance, results are not consistent, since direct positive effect, no effect, and even negative effects were found in terms of employee satisfaction and financial performance. It is also important to consider that the organisation's industry might be a significant factor mediating the impact of employee satisfaction on financial performance.

Employee job satisfaction was found to be an important mediator between various implemented human resource management processes and their expected outcomes. Many researchers throughout the years were searching for a correlation between employee job

satisfaction and job performance. Through its mediating role, employee job satisfaction was proven to have a significant statistical impact on desired outcomes of any implemented human resource management practices which makes it a very important factor for every organisation. While a company offers a huge variety of practices and processes for an employee that include processes such as compensation and benefits, training and development, selection and recruitment and many others, if an employee does not have a sufficient level of satisfaction regarding those practices, they are not going to be as effective and will not provide with expected level of performance (Mira et al., 2019). Many studies were conducted and analysed exploring all possible effects of employee job satisfaction on employee job performance and vice versa, with direct and mediating roles in various industries and organisations (Judge et al., 2001). Numerous studies conducted on the topic of human resource management practices and employee job satisfaction conclude that there is an important role of employee job satisfaction on performance of human resource management practices and in turn on employee performance. Employee performance is described as a behaviour of an individual that occurs during executing work related tasks and duties. There is an important relationship between employee satisfaction and employee performance, since employee performance is the main factor that is considered when organizational goals and objectives are set (Mira et al., 2019).

Overall, employee job satisfaction was found to have a significant role between human resource management processes and their outcomes and is considered as an important metric when an organisation plans on achieving its goals and objectives. Together with appropriate human resource management processes that increase the level of employee job satisfaction, an organisation can achieve a high level of employee performance. Therefore, employee job satisfaction has a direct impact on one of the most important factors for every organisation which is employee job performance which cannot be ignored while achieving organisational objectives.

Many researchers suggest that human resource management practices even play the most significant role in achieving organisational goals and objectives. As it was described in previous sections, when an employee feels that an organisation is providing him with his needs and taking great care of him, the employee in turn is willing to take care of organisational goals. In addition to that, in most organisations and especially in the service industry, there is a direct correlation between the customer's level of satisfaction and the financial performance of an organisation. Overall, since employees' level of satisfaction is high, it is correlated with the level of service they provide to the company's customers, which in turn is well reflected in organisation's financial performance (Gursoy & Swanger, 2007).

Customer satisfaction is a very important factor to consider for the success of any organisation, especially within the service industry. First, customer satisfaction is a crucial step in acquiring customers' loyalty and encouraging the word-of-mouth behaviour which in turn brings even more customers for the organisation. Moreover, customer satisfaction has a huge financial impact on organisations' financial expenses in retaining existing and obtaining new clients. The reason for that financial impact primarily lies in the fact that it is much cheaper for any organisation to retain existing customers rather than to spend money in acquisition of new clients. It is also suggested that the existing customers are much more profitable for the company than those who use the product, or a service just once and never come back to that organisation again (Chi & Gursoy, 2009). Overall, considering all types of financial expenses that come with acquiring new clients, it can be concluded that there is a huge financial benefit of retaining existing customers, and that is where employee satisfaction and customer satisfaction have a huge significance for the financial performance of an organisation.

Employee satisfaction and customer satisfaction are suggested to be significant factors that can determine the operational performance of an organisation. While it can be concluded that greater employee satisfaction leads to fewer expenses in terms of retaining existing customers, as well as increasing customers loyalty and targeting behaviour by word of mouth, employee satisfaction lies at the beginning of this chain of cause and effect. It was found that employee satisfaction has no direct impact on financial performance of an organisation, but rather has a mediating role. While employee satisfaction has a direct impact on the level of customer satisfaction, it in turn has a direct impact on the financial performance of an organisation (Chi & Gursoy, 2009). Therefore, employee satisfaction is an important factor that can predetermine the financial performance of a company.

In the context of this study, employee perception refers to the way an employee experiences the way human resource management processes are implemented and what impact it has on the employee. As a perceived measure, there is no single way people perceive anything, including human resource management practices. Even in terms of HR processes, it is agreed that the way every person experience reality will change the way they perceive the same processes (Nishii et al. 2007). Researchers studying employee perception were focusing on establishing any positive effects and relationships that it has on the employee's behaviours and in turn on organisational outcomes (Wang et al., 2019). While many researchers are constantly finding various results in terms of perception for different groups and organisations, a significant importance of the employee perception coming from effect of employee job satisfaction was found to be a predeterminant for employee commitment and performance which is a primary goal for any organization (Pombo & Gomes, 2019). Especially, relationship between high

performance HR practices and employee satisfaction was established, which states that employee satisfaction is a well-being related variable, meaning processes that are focused on employee well-being are positively correlated with employee perception and employee job satisfaction (Den Hartog et al., 2012).

Described analysis of the literature related to the topic of the current research emphasizes many aspects of importance of employee job satisfaction for both the employee and any organization. Previously conducted research on the topic of employee satisfaction has provided useful insights for the current research, emphasizing the impact of job satisfaction and variations in employee perception. It can be concluded that employee job satisfaction is one of the key factors that can influence, and control expected behaviours through the successful implementation of respective human resource management processes. Moreover, employee perception did not receive sufficient attention and needs further exploration that can uncover the most effective approaches for the implementation of HR processes. It is also important to consider the environmental differences that were discussed in this chapter in regard to the employee perception, as it can be one of the deterministic factors in any differences in research outcomes as was proven by previous research. Overall, findings of previously conducted research are mostly consistent regarding the positive effect that job satisfaction brings to the organizational performance. Findings are also consistent in uncovered differences in behavioural outcomes based on the differences in work industries and organizations, that are also impacting employee's perception. It can be concluded that while the impact of successful implementation of HR processes is positive for organizational outcomes, employee perceptions are different and require more exploration with emphasis on employee's view rather than the organizational performance outcomes.

2.2 Variables Affecting Employee Perception of Job Satisfaction

Variables affecting employee perception of the job satisfaction can mainly be categorised into two main categories which include organisational variables and personal variables. While organisational variables that represent implemented organizational processes are very important as their management inside any organisation can significantly impact employee job satisfaction, personal variables cannot be left aside. Since satisfaction and perception are based on an individual's expectations, needs and wants at a present moment of time, employees with differences in their personal variables are likely to perceive the same organisational variables in a different way which in turn impacts their level of satisfaction (Sageer, 2012). In fact, almost anything could be a variable that affects employee satisfaction. In the following section, only a

part of those variables representing HR processes are considered significant predeterminants of employee satisfaction will be reviewed.

Financial part of things is something that concerns both the organisation as a whole as much as every employee working inside that organisation. One of the variables that by some authors even considered as the most important variable in terms of employee job satisfaction is compensation and benefits. This variable can be described as an amount of benefits or rewards an employee expects to obtain as a result of his work for an organisation (Sageer, 2012). In general, compensation and benefits can also be divided into two categories that are monetary and non-monetary. While monetary rewards represent salary, cash and money bonuses given to the employee, non-monetary benefits and compensations can include everything indirectly converted to cash like coupons or certificates given to the employee as a form of appraisal or appreciation for the obtained achievements (Rodjam et.al 2020). One of the reasons why compensation and benefit is considered to be one of the most important factors in regard to having impact on employee satisfaction is because by having a competitive and satisfactory compensation, an employee can take care of the most foundational parts of his hierarchy of needs. Essentially, monetary rewards earned by an employee can help to achieve all needs on every other level (Mira et al., 2019). In addition to that, compensation and benefits is considered to be one of the most often reason for employees' decision to change the place of occupation. Dissatisfaction with compensation and benefits not only can lead to the overall employee dissatisfaction, but also to an increased expenses and even losses from the side of an organization in a form of losing trained personnel and spending time a resource in order to hire and train possible replacement. Based on the described information, compensation and benefits should be considered as an important variable in a context of employee satisfaction and employee perception.

As every employee wants to be confident that his skills are sufficient and important for the company at any given moment of time which grants him safety from being displaced from his place of employment, employee training that implies his professional and personal skills development is a variable that can guarantee it. By providing a good quality of training and professional skills development, employees are able to gain a competitive edge that ensures their safety inside the organisation as well as allowing the organisation to remain competitive and achieve their target business goals, by investing resources into training and professional development of an employee which in turn will improve organizational performance (Rodjam et.al 2020). Training and professional development was found to be a significant predeterminant of employee job satisfaction. Satisfaction with training processes can be linked to employee satisfaction and therefore is an important variable to consider in the scope of the current study.

Previously described variable of employee training is also closely associated with another variable which is job security. Job security is essentially granted to an employee based on his professional skills and professional value on the business market which might be a result of his trainings and development, but overall, it is described as employees' probability of losing their place of employment. Remaining competitive and keeping up with increasing knowledge in a competitive environment, employee can have a positive perception in terms of his job security (Sageer, 2012). Effective employee training was found to be an important factor for both job satisfaction and perception of job security for an employee. It was proven that job satisfaction is directly impacted by the employee's knowledge and understanding of the organisation they work in. Moreover, continuous training and development was also proven to be an important factor that impacts employee job satisfaction by previously conducted research covering HRM practices and satisfaction (Hanaysha & Tahir, 2016). Overall, job training and job security can be viewed as separate variables affecting employee job satisfaction, or job security can be viewed as an outcome of employee's professional training and development processes. For the sake of this study, this variable could be best represented by training and development as it needs to represent HR processes of an organization.

Besides fixed monetary benefits that an employee expects to get in a form of salary, there are also other forms of monetary value that can be delivered in a form of performance appraisal. Performance appraisals is also a very important human resource management practice that was found to have a positive and significant impact on employee job satisfaction. This form of appraisal is dedicated to aligning organisational goals with employee financial benefits and in such a way create an additional motivational stimulus (Kampkötter, 2016). On top of that, there is also evidence that implies an importance of personality on human resource instruments such as performance appraisal. This evidence also emphasises an importance of considering not only organisational variables that were classified at the beginning of this section, but also personal variables that affect individual's expectations and therefore impacts their level of satisfaction.

Another variable that was proven to be an important factor for any company is employee empowerment. This variable is described as a process of allocating more power to the managed employees which results in reducing the power gap between an employee and his direct management. This is an effective human resource management tactic that allows workers to grow in their career as they are given more responsibilities and autonomy in their actions which allow them to face new challenges and develop further. It seems that employee empowerment can also be very tightly connected to the employee training and job security, since through empowerment an employee gains valuable professional skills that make him competitive on the job market. It has been proven that more empowered employees are more effective in executing

their work duties. In addition to that, the employee empowerment variable was proven to improve organisational performance as well as positively impact employee job satisfaction (Hanaysha & Tahir, 2016). However, despite those findings, it seems that different outcomes may occur as a result of employee empowerment in private and public sector organisations. One piece of the evidence states that among various variables of employee job satisfaction, employee empowerment has less effect on individuals within public sector organisations (El-Ghalayini 2017). This once again provides evidence that variables concerning employee satisfaction and their impact on organisational practices is tightly connected with the employee expectations and a specific organisation sector. Overall, it can be stated that employee's level of satisfaction with empowerment practices can be considered as an important variable in the scope of this study. While finding of impact of employee empowerment are different across multiple settings, its effects on employee satisfaction was proven to be significant which is the most important consideration in regard to the present study.

One of the important variables that concern both employees and organisations in the social settings we live in is the role of a supervisor. Some researchers describe that there was proven to be a great need and concern from the employees' side regarding the valuation of his work-related skills and capabilities from the side of their direct supervisor. Overall, supervisor's support plays a significant role in motivating and empowering an employee to perform his work-related duties. Moreover, supervisors seem to have a significant impact on employees' job satisfaction. Previously conducted research studying the topic of the role of a supervisor and its effect on employee job satisfaction found a redirect positive relationship between supervisor support and employee job satisfaction. By taking care of an employee, the supervisor shows concerns in employees' needs that can be addressed, which in turn increases the level of employee job satisfaction. It is mainly the supervisors' supportive behaviour style that is found to have a direct positive impact on employee job satisfaction (Khuong & Tien, 2013).

While the role of a supervisor has a huge impact on employee job satisfaction as it is also perceived as an authority over an employee, there are more factors that are present in employee everyday work-related duties that can impact employee job satisfaction. As a part of their daily routine, all organisation's employees are interacting with other people both inside and outside their organisation. Moreover, not all work-related tasks can be performed alone by one employee and usually requires teamwork to be involved in the process. Teamwork is defined by the combination of a few crucial components that include involvement of more than two employees that work together to achieve a common goal or objective, defined, and clearly stated roles within the team that can guide the distribution of work between the team members as well as the mutual understanding of the roles and duties related to them between all of the team members

(Hanaysha & Tahir, 2016). Teamwork coordination and management is an essential process that can bring many benefits to both team members and the organisation. It can be described as one of the best strategies that accelerates growth of team members as well as helping organisations in achieving their performance goals and objectives. While a team shares a common set of goals and sharing responsibilities on the way of achieving those goals, team productivity can grow rapidly which is reflected in the organisation's financial performance and therefore is an important factor for every organisation (Jiang 2010). Previously conducted research on the topic of teamwork and employee satisfaction provided evidence stating that there is a positive correlation between teamwork and employee job satisfaction. In addition to that, some researchers concluded that greater levels of teamwork are directly related to the level of employee satisfaction, as well as they have an impact on employees' level of motivation and in result are leading to greater efforts from the individuals and team as a whole (Hanaysha & Tahir, 2016). Overall, teamwork plays a significant role in determining the level of employee job satisfaction, while also being an important variable pre-determining job satisfaction as it leads to a greater employee motivation and work-related efforts that can bring a lot of benefits to the organisation.

One of the variables that cannot be left aside while considering factors that can impact employee job satisfaction is the work environment an employee works in. Generally, work environment as a variable includes everything that surrounds an employee while he is performing his work-related duties, such as physical facilities, level of comfort, safety and distractions. It is important to consider the conditions of the work environment since physical comfort plays an important role in employee job satisfaction. Evidence from previous studies conclude that an organisation that provides a better comfort for its employees in terms of work environment has a positive impact on employee job satisfaction (Khuong & Tien, 2013). Therefore, the work environment provided to an employee is an important variable that can pre-determine the level of job satisfaction of an employee. While employee work environment can hardly be classified and managed through HR processes, it is an important setting in which an employee perceives all other implemented processes and therefore is important factor to consider while evaluating both satisfaction and making any conclusions on employee perception.

As it was concluded by analysing previously done research covering the topic of employee satisfaction, the impact of the same variables affecting employee job satisfaction is different and includes all possible states that are positive impact, no impact or negative impact on employee and on organisation as a whole. It was discussed that the results of implementation of the same processes in different environments will be perceived differently by people based on many other factors. Mostly, the impact of those variables is different between public and private

sector companies, as well as the personal traits of the employees, as it impacts their emotions and abilities (Kljajić-Dervić & Dervić 2017). Due to these reasons, consideration of personal variables is important in the context of a given study as it might provide valuable insights and provide an explanation of the differences in employee's perceived job satisfaction. However, the impact of work environment especially in public and private sectors seems to have the greatest differences in regard to the behavioural outcomes based on implemented HR practices. This topic requires a deeper understanding and it is clear that the work environment and the work sector are playing a significant role in employee perception of implemented HR processes.

As if was briefly mentioned in the previous paragraphs, all employees are different personalities and different set of personal traits can have an impact on employee perception of job satisfaction. The list of most commonly described personal variables includes personality, expectation, age and education (Sageer, 2012). Every single employee inside the organisation will have a different set of personal variables that will all impact their satisfaction in a different way. In human resource management practices, it is a responsibility of a manager to acknowledge and understand those differences (Kljajić-Dervić & Dervić 2017). Only by understanding those differences, the best practices can be selected and adjusted to achieve the most desirable outcome for an organisation in terms of employee satisfaction and all benefits for the company they can bring. Overall, personality differences can be viewed as an important factor to consider before implementing HR processes in any organization, therefore it is an important factor for an employee perception.

Previously described human resource processes that were found to have a significant impact on employee job satisfaction are valuable parts of the current research project. Overview of the processes has given an understanding that there are many factors from the side of implementation of HR processes in any organizations that are validated by employees through their perception of the job satisfaction and in turn affecting organizational performance. It can be clearly seen that many of the HR processes has a very tight connection in between them in terms of implementation and their target behavioural goals towards employee, such as employee training, empowerment, job security and supervising. Listed process are all impacting employee satisfaction and can be viewed as a single unit of HR process even though from HR perspective they are multiple units and therefore are managed differently. While findings regarding the impact of implemented processes on employee job satisfaction are mostly constant, there has been not enough attention brought to whether those processes are implemented in combinations or viewed only separately by HR representatives. The factor of this implementation will play a significant role in terms of employee perception which makes it important to understand how employees of an organization perceive implemented HR processes. This overview gave valuable

consideration regarding further selection of HR process representing variables for the further analysis. In addition to that, an overview of factors different from implementation of HR processes that was found to make a significant difference in employee satisfaction and employee perception was described. While variables including personality traits and other characteristics of each employee might be hard to consider in its fullest while researching employee perception it is important to consider them while drawing any conclusions. On the other hand, factors like impact of work environment and differences in public and private sector even from the brief overview can clearly show huge differences between them. In the scope of this research, it is very valuable to understand the main differences in employee perception of job satisfaction since the study is conducted in the public sector. More in depth overview of differences in private and public sector will be described in the following sub-chapters as this topic has a great value for the current research.

2.3 Perception of Human Resource Management Processes in Public and Private Sectors

As it was identified by multiple different studies throughout the years, the importance of human resource management practices plays a significant role in employee job satisfaction which in turn has a great impact on employee performance and operational performance of organisations in general. Overall, a similar set of human resource management processes was studied and proven to be a significant pre determinant of employee job satisfaction within all types of organisations considering various work environments. There were identified four general functions that are covered by HRM practices which are selection, appraisal, reward, and development (Cassell et al., 2002; Rodwell & Teo, 2004). These four pillars of HRM are covering all necessary functions required for any organisation to exist. However, there are numerous ways in which those main practices can be executed inside an organisation, and that is what makes those practices unique in the context of the environment in which they are performed which also has an impact on the way employees of those organization experience and perceive them in practice.

However, even though conducted literature analysis comparison states that it is necessary to account for an organisation's sector and environment, it is also stated that the difference might not be significant between public and private sector over the years of adoption and implication of different HRM practices in different institutions. Over the years, there was no significant emphasis on the separate research for public and private organisations in terms of HRM practices, since most of the research argued that there is no significant differences between the two. Rodwell & Teo (2004) in their work were researching the effect of the same cluster of HRM practices on both private and public sector organisations and found a significant impact of

the same practices for both private and public sector providing evidence for little to no differences between the private and public sector institution.

The research conducted to find out a relationship between the stress and job satisfaction among bank employees for both public and private banks, stated that there are major differences related to the public and private bank employees in terms of their perception of both work related stress and job satisfaction. Specifically, organisational culture, rewards systems and similar benefits were perceived very different for private and public banks employees. Moreover, it was mentioned that the results concluded on the employee satisfaction level of private banks may not be used to explain the relationship between work and satisfaction for public sector bank employees. Results of the study concluded that there was a different relationship between work stress and job satisfaction for public and private bank employees (George 2015). This piece of evidence shows that even within the same industry but in different sectors, employees experience different perception of the same HR processes. The main reason for that is the target behaviour that is expected from employee as a result of implementation of HR processes. Two companies that have different target goals would not have the same implementation of HR processes, since they expect a different outcome.

Different research findings were described in regards for comparison of HRM practices in the public and private sector. It was concluded that human resource management practices remain quite different in private and public sector organisations. In general, practices that were adopted and effective for private organisations, cannot be expected to be transferred with the same implementation and outcomes to the organisation in a different setting or sector environment, such as public organisations (Boyne et al., 1999). This piece of evidence is consistent with the previously described study comparing private and public banks as well as it supports the claim that an organization cannot expect the same behaviour outcomes from the same processes in the different sectors. Therefore organizations adapt processes to better suit their current needs and in this way are affecting employees job satisfaction and perception.

One of the first major differences between public and private sector organisations presented by the literature analysis comparison is monetary rewards for productivity. It was found that in the private sector organizations, there is more support for rewards and benefits on the bases of personal achievements than it is for the public sector. It is also stated that public organisations are much less likely to incorporate performance or achievement-based appraisal and benefits practices into their human resource management, which might indicate that there is no significant need for it for public company employees. On the contrary, the public sector showed consistent and high results in terms of equal pay and equal rewards for their employees which is viewed from employees' side as job related fairness. Personalised reward systems and

human resource practices are less valuable and less likely to be implemented in public organisations (Boyne et al., 1999). Conclusions of the described study are consistent and support the claim regarding various organizational goals that impact the HR processes implementation. In fact, it can be clearly concluded from the comparison of implemented practices in public and private sector that there is a significant difference in monetary policies. This difference can be spread across various processes such as compensation and benefits, job fairness, monetary performance appraisal and other forms of monetary value. As there are different target behaviours for employees in private and public sector, processes that include financial benefits are expected to show different impact on employee perception and satisfaction with respective monetary practices.

Continuing with the differences concluded by statistical results for the literature analysis comparison of private and public organisations, findings concluded that human resource management practices in private organisations are less likely to adopt flexible employee practices. One of the main reasons in support for that statement was the fact that managers are not very supportive of long-term or even life-time employment for their subordinates. In addition to that, private organisations have a practice to attract temporary employees to cover their short-term organisational needs, which is not a common human resource management practice for public sector organisations (Boyne et al., 1999).

There is a significant difference in terms of opportunities provided to the employees in public and private sector organisations. In terms of opportunities, the public sector is much more likely to provide equal possibilities to their employees, which is not that common for private sector organisations. Additionally, public sector organisations have more focus on practices to meet employee's welfare in achieving his personal, material or family goals. Also, it was found that in comparison, public sector organisations make a bigger focus on training and development for their employees than private sector organisations.

Considering covered literature regarding research conducted on the topic of human resource management in private and public organisations there is evidence in support of differences between HRM practices implementation considering a unique organisational structure and industry. Since there is no strict structure of HRM practices for every organisation to follow, it is totally dependent on the company which processes will receive more attention and in turn higher priority over other processes. One of the researches provides evidence that human resource management practices are not equally prioritised within an organisation. A study conducted in the private sector, involved interviews of organisations employees in charge of human resource management practices to find out what practices have a greater priority over

other HRM practices. Position of HR representative, experience inside an organisation and industry were taken into consideration as demographics of the respondents (Amin et. al 2019).

Results of the research were divided into three different categories of HRM practices that have high, medium, and low priority from the perspective of HR representatives. In the scope of that study, HRM practices such as recruitment and selection, safe work environment, hr compliance, performance management, compensation and benefits management, absenteeism and leave management, training and development, hr planning and organisation development were given high priority. It is also important to mention that the study combined responses into cumulative scores for each human resource management practice, in which the greater score represents higher priority. Described list of practices follows the order of cumulative score starting from recruitment and selection being the most prioritised and organisation development as the least prioritised within the given list (Amin et. al 2019).

Considering the differences in HRM practices for private and public sectors described in this section, it can be assumed that depending on the context of an organisation and specific industry environment, a different prioritisation may be given to the human resource management practices within any unique organisation. This approach of HRM prioritisation gives an additional perspective on the way HR representatives manage their processes to meet organizational goals. It is clear that HR representatives have their own perception of practices they implement and manage which also shows that there is a need in understanding the perception and priorities from the side of organization's employees.

Based on the analysis of the literature regarding research investigating the impact on implemented HR processes on employee with respect to their industry and specific work environment, it can be concluded that even though the same set of process can be present in both private and public sector organizations, their behavioural goals and expected outcomes will very drastically based on their implementation. The difference between public and private sector plays an important role in the scope of this study since it is conducted in the public sector university. As a result of this overview it can be concluded that study in employee satisfaction and perception should not be expected to show the same results in public and private sector. One of the main differences highlighted in the overview is a difference in monetary benefits provided to organization's employees. Findings of differences between the implementation as well as perception of various monetary beneficial processes can be viewed as an important factor to consider in this study. While every organization incorporates processes of compensation and benefits as well as monetary appraisals to employees, its perception is expected to have a difference in the impact significance in regard to employee satisfaction.

2.4 Impact of Employee Perception on HR process management

As presented in the previous sections of literature review analysis, various HR processes are proven to have a significant impact on employee perception of the implemented processes as well as employee job satisfaction, which in turn, impacts directly or through its mediating role things like employee performance, employee loyalty, organisational performance, customer satisfaction as well as financial performance of an organisation (Sageer, 2012; Rodjam et.al 2020; Mira et al., 2019; Hanaysha & Tahir, 2016; Kampkötter, 2016). Essential HR practices are interconnected with almost every managerial function, and by its appropriate implementation can result in employee's growth and success as well as success of the organisation they work for. Previously done research concluded that the correct implementation of HR practices empowers both employee and organisational performance (Khan et. al., 2019).

While human resource practices do not have a general list of processes and activities that are performed under each one of them, there is evidence which states that not all of the processes and activities have the same and equal priority (Amin et. al., 2019). As the key element in managing employees and in turn striving for a success of an organisation, human resource management processes are prioritised based on the current needs of a given organisation that in turn can give the best results to improve organisational performance.

While it was concluded that employee satisfaction has a direct or mediating impact on performance of an organisation, it also means that employee perception of job satisfaction needs to be considered as a significant factor while human resource representatives are trying to achieve organisational goals with implementation of certain processes and activities that directly impact employee satisfaction. Overall, considering the direct and moderating impacts on organisational performance through the implementation of human resource management practices, it can be assumed implementation of human resource management processes in an organisation has a direct impact on the employee's perception of those processes. In a study conducted by Cesario (2015) it was concluded that employees of an organisation have a very similar perception of all HR processes implemented across an organisation. A study on the perception of importance of HR processes for employees concluded that employees perceive all implemented processes as a whole without isolating them one from another. In addition to that, there was found to be a significant intercorrelation between all processes in which satisfaction with one was likely impacting satisfaction with another process. Such results might be associated with the fact that employees do not think of implemented processes as managers or HR representatives, and in turn employees do not separate HR processes. From employees' perspective, they experience all the processes at once as a whole, leading to general perception of all implemented processes. It was concluded that every implemented process has the same

level of importance for an employee, which results in the overall importance for a combination of implemented HR processes (Cesario 2015). In addition to the general level of perceived importance for organisation's employees, all implemented HR processes were also found to have a significant relationship between themselves, proving the point that employee's perception is not separated by different types of human resource management processes. Moreover, it was stated by the author that another conclusion can be made, which shows that based on the employee perception of HR processes, in order to create value for employees and achieve organisational goals, processes need to be managed and implemented in a balanced way, without placing too much focus on isolated HR activities (Cesario 2015).

As it was described in a study trying to identify employees' perception of importance of implemented HR processes, other factors such as employee job satisfaction can show similar results for employee perception. While trying to achieve HR management goals and having employee job satisfaction as a factor impacting company's performance, understanding employees' perception of job satisfaction can help identify effective process management approaches similar to those suggested by Cesario (2015). Taking into an account finding of describes study and keeping in mind all the different variables that represent both HR processes as well as environmental factors, employee's perception will always be different based on those differences. It was proven by the results of an empirical research that depending on the environment, employee's perception of human resource management if different. Analysis of the literature regarding employee perception also supports the claim that the adjustments and various ways of process implementation mediates the way processes are embraced and perceived by organization's employees (Pombo & Gomes, 2019).

Combination of correctly selected and adjusted to meet the organization goals processes seem to have a great predeterminant power in defining behaviour outcomes for employees. Therefore, it is important for any organization to understand what processes they implement and how they are perceived by employees based on various variables described earlier. Moreover, in order to correctly adapt already implemented processes based on employee perception, it is crucial to understand it from employee's perception. The impact of employee perception of job satisfaction has a direct impact on managerial approaches in attempts to manage already implemented processes based on the way employees perceive them. A general recommendation described and summarized by Pombo & Gomes (2019) that it is important to conduct an evaluation of employee perception based on the existing processes in order to gain insights that will allow to effectively manage and adjust HR processes. An overview of an impact that employee perception has on management approaches in regard to HR process management shows that it has a crucial impact on organizational outcomes. Understanding of employee

perception will allow to implement science-based approach to managing processes based on the way employees perceive them in various environments.

Therefore, a list of variables was select to represent HR processes based on the general recommendation that was described earlier. A list of hypotheses is presented in the methodology section of this research paper that will allow to test how employee perception of job satisfaction of individual HR processes can impact their overall perception of HR processes in the organisation. Including processes existing in the studied organisation that were proven to have a significant impact on employee perception and satisfaction by the analysis of an existing literature, it will be possible to study how employees experience every process separately in terms of perception and satisfaction, and whether there is a significant impact between each process and employee's overall perception of implemented HR processes. Research findings will allow to investigate whether there can be found a science-based approach to the management of HR processes based on employee perception of job satisfaction.

3. RESEARCH METHODOLOGY IDENTIFYING THE EMPLOYEE SATISFACTION

3.1 Research Model

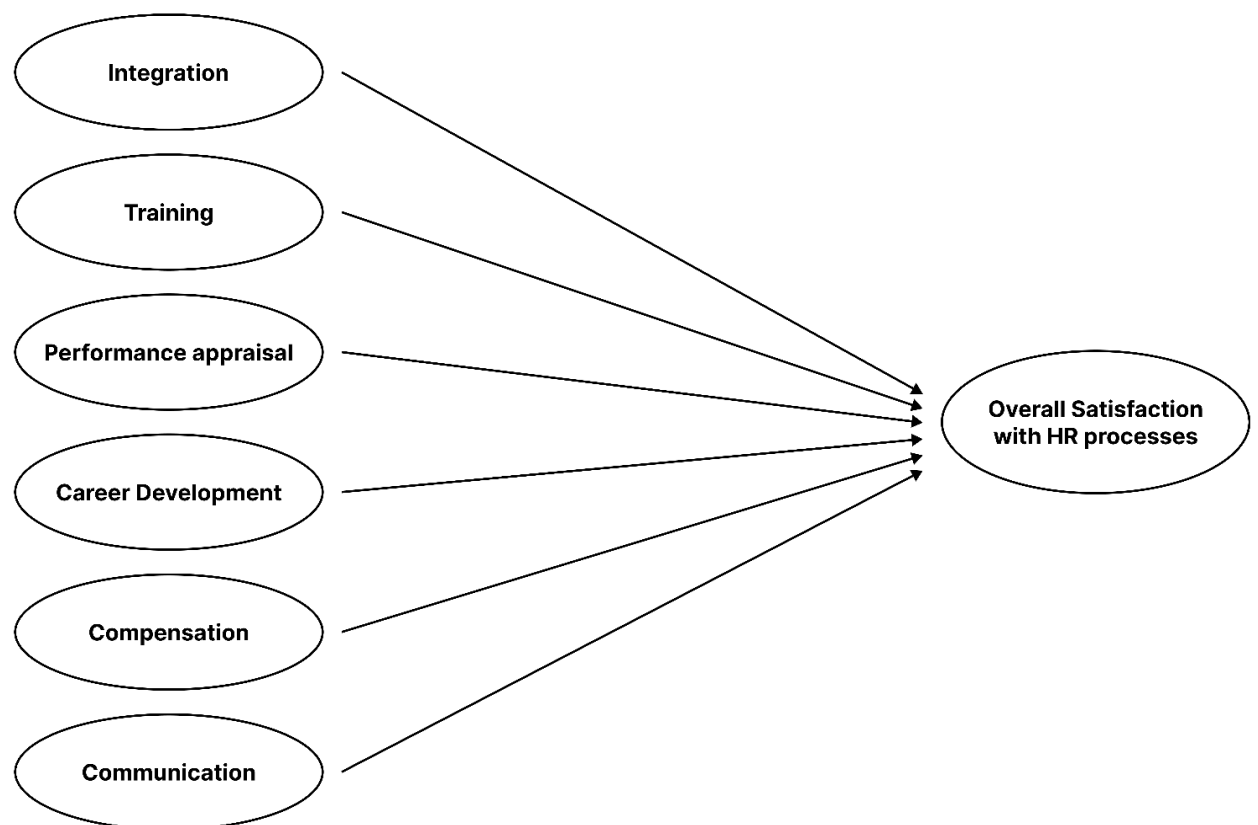
While this study aims to identify how employees of public organisations perceive internal HR processes and how their perception can impact the management of respective processes, it is important to design the research methodology that can take into consideration various factors that were proven to be an important part of employee's perception and have a significant impact on their job satisfaction. The study aims to follow the approach that was used to understand and measure the perception and importance of human resource processes in the private sector. In order to measure employee satisfaction with selected internal human resource processes of their organization, a measurement scale covering every process needs to be used. Such measurement scale was developed by Cesario (2015) and will help in answering the question of how employees in the private sector perceive HR processes. In the scale designed by Cesario (2015), a multi-item questionnaire related to every HR process in scope of the study was developed. Measuring the importance of respective HR processes for organization's employees, a 3-item questionnaire for each process, and a total of 21 item questionnaire covering all seven processes of the study, was found to be a reliable tool. Developed measurement scale helped in understanding employee perception of processes importance, and later proven useful in measuring the significance of its impact on overall perception of HR processes implemented in the organization.

For the purpose of this study a measurement scale developed in mentioned research will be modified and used to measure employee satisfaction. Various HR processes that after analysis of the related literature were found to have a significant impact on employee satisfaction will be used as separate constructs to measure employee's satisfaction with each process and search for a relationship between each independent process and employee's overall satisfaction with HR processes implemented in their organization. In a context of a given study, each human resource process would be viewed as an independent variable that has an impact on a dependent variable which is Overall satisfaction with HR processes. After a slight modification to better meet the main goal of this research, a final scale resulted in 4 item questionnaires covering each of the processes in the scope of the study, and a single item question to assess employee overall satisfaction with human resource processes implemented in Vilnius University. Figure 1 shows an overview of the research model with a list of selected HR processes and their relationship

between overall employee satisfaction. Presented research model is also a representation of the research hypotheses of this study.

Figure 1

Research Model



H1: Satisfaction with integration processes has a significant impact on employee overall satisfaction

H2: Satisfaction with training and development processes has a significant impact on employee overall satisfaction

H3: Satisfaction with performance appraisal processes has a significant impact on employee overall satisfaction

H4: Satisfaction with career development processes has a significant impact on employee overall satisfaction

H5: Satisfaction with compensation and benefits processes has a significant impact on employee overall satisfaction

H6: Satisfaction with internal communication processes has a significant impact on employee overall satisfaction

Null Hypothesis: Satisfaction with a process has no significant impact on employee overall satisfaction

3.2 Research Tools

First of all, the study is conducted in the higher education university which sets the demand to consider the public sector while designing the methodology for data collection for this study. In the similar study conducted in the public sector regarding employee job satisfaction, the main audience for the data collection was university administrative and academic staff and faculty, among which the survey distribution was performed in order to collect the data for the research (Hanaysha & Tahir, 2016). As was proven to be a significantly important factor by the previously analysed literature for the purpose of this study, it is important to consider the industry and business environment in order to select research participants who can help to answer the main research question and provide insights into how employee perception impacts HR process management of a company. The main reason for that is a proven difference in the perception and an effect that human resource practices have on employees in public and private sector. It is also important to mention, that in the scope of a given research, it is important to consider various demographic factors such as a seniority level, position, and experience inside an organisation since various groups of participants were proven to have different expectations and different perception of the same processes that are important to consider for the purpose of this study. Following the success of previously conducted studies on employee satisfaction in public sector and in higher education universities in particular, it is planned to evaluate responses from the staff and faculty of Vilnius University located in Vilnius, Lithuania, in order to evaluate their perception of current human resource processes as well as evaluate the level of significance those processes have on employee's overall perception of HR processes present in their organisation.

The final measurement scale includes 6 constructs which are integration, training and development, performance appraisal, career development, compensation and benefits and communication. Every construct of this measurement includes 4 questions that are measured on a 5-point Likert scale from 1 being “Strongly disagree” and 5 being “Strongly agree”. There are a total number of 25 questions that cover all mentioned constructs, not counting the important demographic questions that are included into the final questionnaire in order to gain more understanding about the research participants of the current study.

In order to collect the data required to fulfil the main research objective of this study, it is planned to distribute a survey in the form of a questionnaire between the members of staff and faculty of Vilnius University. Vilnius University is a public university located in Vilnius, Lithuania and includes various faculties with a great number of academic staff and faculty members that are responsible for different academic areas. The variation of faculties and academic staff as well as the fact that it is a public university are the main reasons begins selection of Vilnius University for the purpose of this study. Since there is a clear set of requirements for research participants to fill in the survey for the best data collection, convenience sampling technique is planned to be used in order to ensure that the research participants can give valuable input that can contribute to the finding of this study. Based on the publicly available information at the time of the research, the total number of academic staff of Vilnius University consists of 3400 members, of which 2500 members are teaching staff and 900 members are researchers. For the purpose of this study, mostly teaching staff will be targeted as there is a greater chance of them being exposed to the full range of human resource processes present in Vilnius University. It is expected to evaluate survey responses of approximately 200 - 250 participants which will result in about 10% of the whole population for the current research, in order to gain valuable statistics regarding the main research question. Similar studies such as one conducted by George (2015), involving survey data collection were successfully using results of 337 respondents that included both private and public sector employee, while having a greater population size than presented in the current research. In this study, the whole sample size will consist only out of public sector employee and a smaller population. Another study on the similar topic had successfully answered the given research question with 242 respondents (Hanaysha & Tahir, 2016). For this reason, this range of expected responses is justified and will allow to collect enough data in order to answer the main research questions and test presented research hypotheses. Mentioned surveys are planned to be distributed via online communication channels such as digital internal Vilnius University communication channels as well as through personal employee emails where they will be provided with a link which will be available for the staff and faculty to fill-in and participate in the research.

The next sub-chapter describes in more details all the data analysis steps conducted after primary data collection concludes. It is planned to use SPSS for all the raw data analysis steps described in the following sections and chapters.

3.3 Data Analysis Methods

Data analysis for this study will consist of several steps, first of all it is required to make sure there is an internal consistency within every measurement scale. This question has even a greater attention since the scale that was previously used and proven reliable was slightly modified to better fit the purpose of this study. After this modification, it might be that the consistency results for the measurement scale might change, therefore it is important to evaluate consistency before proceeding with any further data analysis. One of the most common methods used by several research to assess the consistency of similar measurement scales is Cronbach's alpha coefficient. This coefficient will be calculated to evaluate the consistency for each construct separately, looking for a value of 0.7 or above for each scale, as described in similar research work and the one done by Hanaysha and Tahir, (2016).

The following step after assessing data reliability and consistency would be to conduct the descriptive analysis as well as correlation analysis, in order to evaluate descriptive statistics and make a preliminary check on the internal correlation between the variables. This analysis step would be very helpful in understanding the overall descriptive of the collected data as well as will show how variables are correlated between each other in the model. Descriptive and correlation analysis are described in most of the research works studying the effect of HR processes on job satisfaction or studies in a similar field (Dhar, 2015; Hanaysha and Tahir, 2016; Ketkar & Sett, 2009). This step is crucial before conducting any further analysis and drawing any conclusions on its basis. Overall, it will give insights on what is the correlation between the employee job satisfaction variables of each process as well as their correlation towards the dependent variable of overall job satisfaction.

One of the final analysis steps that will eventually allow to test the research hypotheses and at the end draw a conclusion and a comparison with previously done research in this field would be to conduct a regression analysis and understand what kind of impact if any, an independent variable has on the dependent variable.

4. ANALYSIS OF THE RELATIONSHIP BETWEEN PROCESS REPRESENTING VARIABLES AND OVERALL EMPLOYEE SATISFACTION

4.1 Participants Demographics

As a result of convenience sampling technique and the survey distribution for the purpose of collecting primary data to perform required analysis, a total of 208 valid responses was collected that can be used in further analysis and help in answering main research questions. In order to gain a more in depth understanding about the research participants who are members of staff and faculty of Vilnius University a set of demographic questions was added to the main questionnaire. A representation of participant's reported gender is summarized in Table 1.

Overall, there is an even distribution of participants genders between male and female, as well as 10 participants responses were recorded who decided not to disclose their gender

Table 1
Gender of participants

Gender	Frequency
Male	108
Female	90
Prefer not to say	10

In terms of participants age, there are two groups that are present way less frequently than all other. As presented in the Table 2, age group of 18 to 24 years old and 55+ years old combined are responsible only for less than 10% of all responses, resulting in 19 respondents presented in these two groups. Two main age group for this survey participants are 25 to 34 years old and 35 to 44 years old, that are combined represent almost 80% of all research participants. The remaining participants represent a group of 45-54 years old.

Table 2
Age of participants

Age group	Frequency
18 - 24	5

25 - 34	89
35 – 44	73
45 - 54	30
55 +	11

The last question that was related to the demographics of the participants was regarding the duration of work experience a participant had within Vilnius University. As it is presented in the Table 3, all five demographic groups based on experience duration took part in answering the survey. Two groups including 1 to 3 years of experience and 3 to 5 years of experience are covering more than 50% of all research participants. Following groups of 5-10 and 10+ years are covering a similar number of participants. The only group that is present way less frequently than all other groups is participants with less than 1 year of experience in Vilnius University. Such a small number of participants from this group might be a result of the convenience sampling technique that was done to collect the responses for this research and a specific time frame in which the research takes place. Since data collection took place in the middle of an academic year, it is more probable to have less representatives who just recently became members of staff and faculty of Vilnius University.

Table 3

Work experience of participants

Years of experience	Frequency
<1	18
1-3	73
3-5	51
5-10	31
>10	35

Overall, collected demographics show that the research participants represent a great range of various demographics that can help in getting a representative analysis result.

4.2 Data Reliability and Normality

As an important first step in the analysis of raw data, reliability for construct measurement and its normality distribution needs to be verified first. As it is presented in the Table 4, Kolmogorov-Smirnov and Shapiro-Wilk significance analysis was conducted for all 6 measurement scales that represent satisfaction with each process and are used as independent variables. Analysis of levels of significance for both tests are showing <0.001 level of significance for each measurement scale. It can be concluded that the collected data is not normally distributed as the level of significance is less than 0.05.

Not normally distributed data was an expected result in this kind of study. Due to the design of a questionnaire, participants were asked to evaluate statements regarding each HR process from “Strongly disagree” to “Strongly agree”. Not normal distribution shows that participants were more inclined towards expressing their opinion regarding each statement in negative way selecting options “Strongly disagree” and “Disagree”, or in a positive way selecting options “Agree” and “Strongly agree”, while not focusing too much on a neutral option represented by “Neither agree nor disagree”. Such normality distribution is considered to be in favour of this study and shows that it is possible to gain useful insights from this data.

Table 4

Data normality

Scales	Kolmogorov-Smirnov Sig.	Shapiro-Wilk Sig.
Integration		
Training		
Performance appraisal		
Development	<0.001	<0.001
Compensation		
Communication		

In regard to the data consistency, Cronbach’s alpha coefficient was calculated for every adopted measurement scale. Since the measurement scale for employee satisfaction with internal HR processes was adopted from a different study where it was first used and verified to be a valid construct measurement scale, it is important to make sure that the data consistency stays in the acceptable range in the scope of this study.

As it is presented in Table 5, all six measurement scales are showing a very high level of data consistency varying within the range from 0.865 to 0.924, which implies that there is a great chance that all items in each measurement scale are representing the same construct and measuring the same thing in regard to each individual HR process. Since the recommended value for the Cronbach's alpha coefficient is considered to be any value above 0.7, it can be concluded that all six measurement scales are valid and consistent (Hanaysha and Tahir, 2016).

Table 5

Cronbach's Alpha for all measurement scales

Scales	Cronbach's Alpha	Items
Integration	0.865	4
Training	0.924	4
Appraisal	0.920	4
Career Development	0.894	4
Compensation	0.893	4
Communication	0.894	4

In addition to the overall scale consistency and validity, since previously this scale was used to measure employee perception of importance of HR practices as described in a study done by Cesario (2015) and adopted version of measurement scale was slightly modified by adding an additional item in order to better suit the purpose of this study and it grants an additional reason to verify the data consistency within each modified measurement scale.

Table 6*Detailed Cronbach's alpha coefficients*

	Cronbach's Alpha	Item	Cronbach's Alpha if Item Deleted
Integration	0.865	INT1	0.809
		INT2	0.838
		INT3	0.872
		INT4	0.785
Training	0.924	TRAIN1	0.912
		TRAIN2	0.894
		TRAIN3	0.905
		TRAIN4	0.894
Appraisal	0.920	APPR1	0.911
		APPR2	0.878
		APPR3	0.913
		APPR4	0.878
Career Development	0.894	DEV1	0.890
		DEV2	0.869
		DEV3	0.866
		DEV4	0.828
Compensation	0.893	COMP1	0.872

		COMP2	0.844
		COMP3	0.886
		COMP4	0.844
Communication	0.894	COMM1	0.893
		COMM2	0.856
		COMM3	0.873
		COMM4	0.830

As shown in the Table 6, a more detailed view of all items within the scale is presented, with a Cronbach's alpha coefficient shown for a scale when any of the items would be deleted before measuring the overall consistency of the scale. Considering an additional item in every measurement scale making it different from the scale that was originally adopted, Cronbach's alpha coefficient does not change drastically for none of the measurement scales if any of the items would be removed from it. After any of the item deleted from the scale, it still represents the alpha coefficient above accepted level of 0.7 and implies that the modified scale is reliable and can be used to measure employee perception of satisfaction with each HR process separately, and scale modification was successful.

4.3 Analysis of Correlation Between Research Variables

After conducting the analysis for Cronbach's alpha coefficient and concluding the normal distribution of the data, the next analysis step can be performed that can bring first insights and contribute to understanding how staff and faculty of Vilnius University perceive internal HR processes and help in answering research question. Correlation analysis is a valuable data analysis method that in this study can bring more insights into what internal HR processes are correlated, meaning that positive or negative perception of one of the processes has a positive or negative impact on the perception of another process. This step of analysis is presented in most of research studying employee job satisfaction and employee perception.

Accounting for not normal distribution of the raw data for the analysis, a Spearman correlation analysis was conducted. Results of the conducted Spearman correlation, analysis are presented in Table 7. In the table also a short overview of descriptive statistics is presented. A

mean value calculated for each variable of this research indicates that Communication (COMM) variable has a greatest mean value among all other variables. In the context of this study, it represents that staff and faculty of Vilnius University are most satisfied with internal communication processes that are present in the organization. On the other hand, the lowest mean value was calculated for compensation (COMP) variable, implying that the lowest satisfaction of employees is related to the processes regarding their monetary compensation within the organization. All other variables presented in the table have quite similar values, which might also imply that the satisfaction level between internal processes is shared between all processes.

Starting from the overview of the correlation analysis on a general level, all of the variables, except for the compensation (COMP) variable are positively and significantly correlated with employee's overall satisfaction with HR processes in Vilnius University. It is important to mention that correlations that are displayed in the table are including both significant at 0.01 and 0.05 levels of significance. Such results are giving a good chance that further analysis will also uncover the significant impact independent process variables are having on overall employee satisfaction with HR processes.

Table 7

Descriptive statistics and correlation

	M	Overall	INT	TRAIN	APPR	DEV	COMP	COMM
Overall Perception	3.65	---						
Integration	3.72	0.323**	---					
Training	3.68	0.360**	0.343*	---				
Performance Appraisal	3.52	0.411**	0.247**	0.336**	---			

Career Development	3.65	0.469**	0.177*	0.298**	0.481**	---	
Compensation	3.06	0.133	0.249**	0.095	0.237**	0.169*	---
Communication	3.81	0.295**	0.279**	0.132	0.193*	0.183*	0.270* ---

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

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

Looking further into the results of the correlation analysis, the table presents many variables that are not only correlated with overall satisfaction, but also with each other. Starting with variable that represents satisfaction with integration processes (INT), there is a positive correlation between integration process and training (TRAIN), appraisal (APPR), compensation (COMP) and communication (COMM) variables as <0.001 p-value level of significance. The lowest but still significant correlation is present between integration and career development (DEV) variable at 0.05 p-value significance. All of the correlations between integration and listed variables are positive.

Next variable that represents training processes, is positively correlated with variables such as integration, appraisal, and career development at a very high <0.01 level of significance, indicating a strong chance that positive perception with training also impacts perception of satisfaction with appraisal and development processes. In addition to that, training variable does not correlate with compensation variable as well as with communication variable.

Variable representing performance appraisal shows a very strong correlation at <0.01 level of significance with every other variable presented in the correlation model. It might show an importance of employee's satisfaction with performance appraisal that also significantly impacts perception of all other processes in a positive way and influencing employee's overall satisfaction with HR processes.

Career development variable shows a very similar analysis results as compared to performance appraisal variable. It can be concluded that career development has a significant correlation with all other processes representing variables at least at a significance of 0.05 p-value level of significance or even lower value in some cases such as correlation with training and communication variables.

Variable representing compensation and benefits processes while being the only variable that does not correlate with overall satisfaction, still has quite strong correlation between other independent variables in the scope of this research. In particular, compensation and benefits correlates on a strong level of significance of <0.01 p-value with integration, performance appraisal and communication variables. A weaker correlation has been identified between compensation and career development variables, which might represent that perception of processes associated with financial performance of an employee has a shared perception, implying that a better satisfaction with any of such processes leads to a greater satisfaction with similar processes. On the other hand, compensation showed no significant correlation with training variable.

The last variable in the correlation analysis list that represents the satisfaction with communication processes shows quite a lot of strong value correlations between other process representing variables. On the <0.01 p-value level of significance, communication variable correlates with every other variable in the list except for the training variable, which shows a correlation that is way less than what could be considered as significant correlation.

Overall, correlation analysis for the given research constructs already gives a lot of insights regarding the perception of staff and faculty of Vilnius University of their internal HR processes. First of all, all of the variables except for the variable representing compensation and benefits are having a strong positive correlation with dependant variable that represents overall satisfaction with implemented. All correlated variables show a strong correlation at a <0.01 p-value level of significance. In regard to the previously proven results regarding employee perception of HR processes in a study done by Cesario (2015), all of the variables that represented processes had a strong positive correlation with dependent variable of overall perception. Results of the correlation analysis in this study are very similar but do not completely follow the results of mentioned study, since in this case one of the variables representing compensation had no significant correlation with dependant variable.

In addition to the correlation results in regard to dependant and independent variables, in the same study there was reported a moderate positive correlation between all process representing independent variables. On the other hand, result of correlation analysis in this study shows a lot of correlation between process representing variables, such as integration variable that has a significant correlation with every other variable in the list. However, such internal correlation is not consistent between all the variables and does not completely replicate the results of a study on employee perception of importance of HR processes conducted by Cesario (2015). Despite the described differences in correlation findings, correlation analysis results are pretty much consistent with the final outcome of compared study. The result of the correlation

analysis has a very strong signs that all implemented processes are interrelated in a view from the employee side, implying that a good implementation and high level of satisfaction with one process leads to the better perception and positive satisfaction with other processes. However, this implication works both in a positive and a negative way, showing that a poor implementation and a low level of satisfaction of one of the correlated processes might lead to the lower level of satisfaction with another correlated processes. This finding is consistent and suggests that a balanced implementation of correlated processes might give better benefits in terms of employee satisfaction, and as a result will improve desired and targeted organizational metrics such as employee productivity, loyalty and other positive outcomes.

The reason for insignificant correlation for compensation variable can be a result of the effect that work environment and industry has on employee perception. As it was described in more details during the literature analysis, perception varies across industries and especially talking about public and private organizations. A difference in a private and public environment in which research are conducted might explain the reason for compensation variables being not significantly correlated with all other variables and not having a strong impact on overall perception of processes. While in private organizations the primary goals for both employers and employees are monetary, public institutions might have other values and have things like compensation and benefits being not the main drivers for organizations employees. This finding is consistent with the result of the study conducted by George (2015) which revealed that employee perceived job satisfaction differently in private and public banks, making a clear conclusion that employee's perception of job satisfaction depends on the work environment and work context. Discussing the results of the correlation analysis, it gives a great chance that employees perceive all internal HR processes as a whole and balanced implementation of those processes might bring more value than an isolated focus on any of the other single processes, except for compensation and benefits. There is a possibility that processes regarding monetary compensation and benefits are giving smaller significance for the employees in a public organization and does not affect their perception of implemented HR processes based on employee's specific work context and environment which is consistent with findings in other studies.

4.4 Regression Analysis

In order to answer the research question of how employee satisfaction with isolated HR processes impacts their overall satisfaction with HR processes, and to conclude how their perception of satisfaction with HR processes is formed, a regression analysis was conducted. Regression analysis was meant to examine the relationship between all independent variables

present in this study that are representing isolated HR processes of Vilnius University, and their relationship with independent variable which is overall satisfaction with HR processes. Results of conducted regression analysis provided sufficient results of data analysis that allowed to test research hypotheses and make appropriate conclusions regarding how employees perception can shape the way HR processes are managed within the private organization. Table 8 represents the results for the regression model of the research.

Table 8

Regression model summary

R	R square	Adjusted R square	Std. Error	Durbin-Watson
0.605	0.366	0.347	0.776	1.814

As it is shown in the Table 8, a model summary already presents a few important statistical factors that can reflect the overall fit and explanatory capabilities of the analysed regression model. First of all, the correlation coefficient R equals to 0.605 and clearly indicates that there is a positive linear interrelationship based on the calculated values between the dependant and independent variables present in the regression model. Overall, the value of R correlation coefficient shows that the predeterminants are all together have a great chance of explaining the final outcome for the dependent variable or in this case for the overall satisfaction with HR processes.

In terms of the coefficient of determination represented as R squared in the table, its value of 0.366 implies that approximately 36.6% of the variation in the dependent variable for overall satisfaction with HR processes can be explained by the satisfaction with six isolated HR processes presented in a study in a form of independent variable. On the other hand, while R squared coefficient represents a meaningful level of the explanatory capabilities of the model, at the same time it indicates that the rest of the variance of the dependant variable cannot be explained by independent variables presented in the model. In terms of this study, it implies that there is a high chance that other factors that are not included in the model can as well be responsible for the remaining variance of the overall satisfaction with HR processes.

Adjusted R square value for the model is calculated to be 0.347 and has an adjusted value for the previously described R squared. Since the value of adjusted R is penalizing the original value based on the number of elements in the model not to overestimate the coefficient, a very small difference in original and adjusted values represents that included variables are

meaningfully contributing to being the predeterminants of the dependant variable and are not overly estimated by the complexity of present regression model.

In terms of the standard error that represents the average values of deviation that is happening in one unit of the dependant variable, presented value of 0.776 indicates that there is a moderate precision with which variables included in the model can predict the overall satisfaction.

In order to ensure the validity in regard to the statistical analysis of the model, the Durbin-Watson analysis has been performed to confirm the absence of the autocorrelated residuals in the regression model. Value for Durbin-Watson test presented in the table is very close to its possible limit of 2. Such a high value indicates that in this regression models, the residuals are independent and are not autocorrelated in any way. This factor serves as a positive indicator and suggests that the assumption that was made in the model regarding the independence of the residuals have been satisfied which is an overall good factor for the regression model.

Overall, the regression model that is presented in Table 8 provides valuable information regarding the deterministic capabilities of the regression model to predict the outcome of the overall satisfaction with HR processes based on the results with satisfaction with single isolated HR processes presented as dependant variables. The moderate explanatory power can be concluded from the results of the model, it implies that satisfaction with processes such as integration, training, performance appraisal, career development, compensation and benefits and communication are highly important deterministic factors. However, present regression model as well as the overall research model can be improved by accounting for more factors, including but not limited to HR processes, that might increase the model's predictability and increase the understanding of employee's perception regarding the implemented HR processes in their organization.

Table 9

Regression analysis results

	Unstandardized B	Std. Error	Standardized B	t	Sig.
INT	0.187	0.80	0.146	2.320	0.021
TRAIN	0.177	0.78	0.144	2.284	0.023

APPR	0.171	0.79	0.146	2.177	0.031
DEV	0.378	0.73	0.336	5.150	<0.001
COMP	-0.06	0.70	-0.051	-0.849	0.397
COMM	0.205	0.77	0.159	2.642	0.009

Looking further into the detailed results of the conducted regression analysis that are presented in the Table 9, a list of accepted research hypotheses can be concluded. Starting from the first variable in the list that represents integration processes, unstandardized Beta coefficient of 0.187 represents that for every single unit of change in the satisfaction with integration process, overall satisfaction with HR processes changes by the same value. Standardized coefficient of 0.146 for the integration variable implies a moderate and positive relation to the dependent variable. The most significant value from the table representing the level of statistical significance stays at 0.021 which is below the 0.05 level. The p-value indicates a statistically significant relationship between satisfaction with integration process and overall satisfaction for an employee. Based on the described calculated values, it can be concluded that the first hypothesis (H1) is accepted.

The next variable in the list presented in the table represents satisfaction with training process. Looking at the unstandardized Beta coefficient of 0.177 represents that a single unit change in satisfaction with training process has a change in the overall satisfaction for the same value. Standardized coefficient shows a positive and moderate relation to the overall satisfaction variable. Describing the p-value level of significance which in case with training process equals to 0.023 and stays below the 0.05 level of significance. This level of p-value indicates that there is a statistically significant relationship between satisfaction with implemented training processes and overall satisfaction with HR processes. Satisfaction with training processes can be considered as a significant predeterminant for the overall satisfaction variable, therefore it can be concluded that the second hypothesis (H2) is accepted.

The next variable that represents the satisfaction with performance appraisal process, has the unstandardized beta coefficient of 0.171, implying that a single unit change in employee satisfaction with performance appraisal process changes their overall satisfaction for the same value. Standardized coefficient shows that there is a moderate positive relationship between the performance appraisal variable and overall satisfaction variable. Analysing the calculated value for the level of statistical significance which in this case has a value of 0.031 and stays below the

minimal accepted level of 0.05 for the p-value level of significance. It can be stated that there is a statistically significant relationship between satisfaction with performance appraisal and overall satisfaction with HR process, implying that appraisal variable is an important predeterminant in this context. Based on the calculated value, it can be concluded that the third hypothesis (H3) is accepted, and performance appraisal has a significant positive effect on overall satisfaction.

The following variable that represents an employee's satisfaction with implemented career development processes shows unstandardized betta coefficient of 0.378 which is the greatest value among all other variables in the list. This coefficient accounts for the biggest change in the overall satisfaction variable with every single unit change in the career development variable. Looking at the standardized coefficient, it shows the strongest positive value for career development variable having a strong positive contribution to predetermining the outcome of the overall satisfaction. The most important value for this analysis for career development value shows the strongest statistical significance at less than 0.001 level of significance which is way below the accepted mark of 0.05 p-value level of significance. Based on the calculated values for the career development variable in the regression analysis, it can be concluded that career development has a strong statistical significance in being a predeterminant of the overall satisfaction with HR processes implemented in Vilnius University. It can be concluded that the fourth hypothesis (H4) is accepted. In addition to the accepted hypothesis, career development variable shows the strongest statistical results in regard to its effect for overall satisfaction and might be one of the most important isolated variables in a study, not accounting for the overall employee perception.

Describing the next variable that represents employee's satisfaction with compensation and benefits processes has an unstandardized coefficient of -0.06, which is the only variable in the present regression models that shows a negative relationship in regard to the overall satisfaction with HR processes. It is also the smallest betta coefficient meaning with every unit of change in satisfaction with compensation and benefits there is a weakest and negative change with overall satisfaction. Looking at standardized coefficient, it adds even more support to the meaning of the previously discussed value calculated to be at value of -0.051. Verifying the statistical significance of the variable, the p-value level of significance equals to 0.397 and is above the maximum accepted level of significance which is 0.05. This is the only variable in the regression model that in addition to very weak betta coefficients also shows no statistically significant relationship towards the overall satisfaction with HR processes. Variable representing compensation and benefits is not a significant pre-determinant of the employee's overall satisfaction with HR processes. Based on the presented values it can be concluded that the fifth

hypothesis (H5) is rejected. It can be stated that satisfaction with compensation and benefits processes has no significant impact on employee overall satisfaction.

The last variable in the list of presented regression model represents employee's satisfaction with communication processes. The unstandardized coefficient of 0.205 indicates a strong compared to some other variables value, accounting for a bigger change in dependant variables with each unit change in satisfaction with communication processes. Standardized coefficient indicated a moderate positive effect on the employee's overall satisfaction. Looking at the statistical significance, communication variable has a p-value of 0.009 which is way below the accepted level of 0.05 and indicates a very strong statistical significance in being a predeterminant for the overall satisfaction variable. Based on the presented values for the communication variable it can be concluded that the sixth hypothesis (H6) is accepted, meaning satisfaction with communication processes has a significant impact on overall satisfaction with HR processes.

Table 10

Hypotheses testing results

	Statement	Outcome
H1	Satisfaction with integration processes have a significant impact on employee overall satisfaction	Accepted
H2	Satisfaction with training and development processes have a significant impact on employee overall satisfaction	Accepted
H3	Satisfaction with performance appraisal processes have a significant impact on employee overall satisfaction	Accepted
H4	Satisfaction with career development processes have a significant impact on employee overall satisfaction	Accepted
H5	Satisfaction with compensation and benefits processes have a significant impact on employee overall satisfaction	Rejected

H6	Satisfaction with internal communication processes have a significant impact on employee overall satisfaction	Accepted
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As it is presented in the Table 10, the majority of the research hypotheses were accepted at a statistically significant level of 0.05 or below. In terms of hypotheses testing results, they produced an outcome which is a mix of multiple various concepts regarding employee perception of employee satisfaction.

4.5 Data Analysis Results and Conclusions

Results of the data analysis that was presented in previous paragraphs of the analysis chapter were able to provide a lot of useful insights regarding the employee perception of the job satisfaction. First of all, correlation analysis provided very strong evidence in terms of interconnectedness of implemented HR processes. Most of the variables representing employee satisfaction with isolated HR processes showed that satisfaction with one of the processes is very highly connected to satisfaction with another process, as well as to the overall satisfaction. These findings are mostly consistent with what was found in a study performed by Cesario (2015) in which correlation analysis showed a statistically significant correlation between absolutely every process representing variable. However, in the analysis for the current study a few variables showed no signs of statistically significant correlation, such as training and professional development showed no statistically significant correlation with compensation and benefits processes, as well as there was no correlation between training and communication processes. Among all process representing variables only those showed no signs of internal correlation. In addition to that, correlation analysis uncovered that compensation and benefits was not correlated with overall employee perception results of which are further supported by the regression analysis, while every other variable was statistically significantly correlated with overall level of employee satisfaction.

Overall, regression analysis results are mostly consistent with previous findings and suggest that outcomes of successful or unsuccessful implementation of one of the processes can lead to the impact on satisfaction with another process. In other words, employees are more likely to be satisfied with implemented HR process and have a high level of overall satisfaction, if all the have a hight level of satisfaction with each process. This statement supports the assumption that successful implementation of one of the processes can be ruined by poor implementation or low level of employee satisfaction with another process. It can be stated that there is more benefits for a balanced implementation of HR processes for both employee and the

company rather than focus on a high level of satisfaction with one process and low satisfaction with others. Also, the results showing the statistically significant level of correlation between all process representing variables except compensation and benefits with overall employee satisfaction are supporting finding of other research works in the field that found presented processes to be significant predeterminants for employee job satisfaction (Sageer, 2012; Rodjam et.al 2020; Hanaysha & Tahir, 2016)

It is important to mention that even though correlation analysis of the current study supports many conclusions made by previous research, there are not completely identical. As it has been proven, there is a significant difference in employee perception depending on the work environment, and the effect of that claim can already be seen from the correlation analysis. Considering the public sector university, it might explain why compensation and benefits variable showed no correlation with overall employee satisfaction. As it was described, target behaviour goals for employees and employee's perception of implemented processes are highly dependent on the environment. There might be reasons other than financial benefits for employees to choose public sector university to work for. One of the literature analysis result conclusions supported by Boyne et al. (1999) described the difference in monetary policies implementation in public and private sector emphasizing that taken approaches, target goals as well as employee's expectations and perceptions are different. While reasons for employee to choose their workplace and implementation of monetary compensation and benefits processes is different in the public sector, it can be suggested that monetary compensation is not as significant as some other factors in terms of employee satisfaction. This conclusion supports many claims regarding the differences in employee perception of employee satisfaction in public and private sectors like research done by (George 2015; Boyne et al., 1999).

While correlation analysis gave a lot of insights and made a major contribution into the research findings, regression analysis allowed to support it with more evidence and formulate the conclusion regarding the employee perception of employee job satisfaction and its impact on the HR process management approaches in a public sector. First of all, regression analysis showed that compensation and benefits variable does not have statistically significance in being a pre-determinant for employee overall satisfaction with HR processes. This finding supports the result of correlation analysis and also give strong evidence into the support of differences in employee perception of monetary related processes in public and private sector. It can be concluded that in terms of employee perception of satisfaction with HR processes, processes related compensation and benefits are not significant for employees. This result supports the previously discussed differences in reasons why employees might choose to work in a public

sector versus in a private sector that in turn shows that financial benefits might not be their primary goals and therefore satisfaction with related processes is not significant.

On the other hand, every other variable that represented employee satisfaction with related processes such as integration, training, career development, appraisal and communication were all found to be statistically significant in pre-determining the overall employee satisfaction with implemented HR processes. These results are partially supporting the claims made by Cesario (2015) in which it is suggested that employees perceive all HR processes as a whole unit without separating them, therefore they have a shared perception of all of them in which satisfaction with one leads to satisfaction with another and in turn results in overall satisfaction. Considering the insignificance of the variable representing compensation and benefits which is the only monetary related variable in the research model, it can be concluded that employees in fact do have a shared perception of implemented HR processes, however in public sector there is a clear separation of employee perception between monetary and non-monetary processes. In other words, employees of Vilnius University have a shared perception between all non-monetary processes which makes it crucial to have a balanced implementation of such processes to increase benefits for both employees and organization. At the same time, employees of Vilnius University do not share the same perception for processes that are related to monetary or financial benefits and satisfaction with such processes does not significantly impact their overall satisfaction. In practical terms results of the analysis showed that in public sector university it is more important to make sure that employees are satisfied with non-monetary processes such as integration, training, career development, appraisal and communication, which will result in their overall satisfaction with implemented processes, while processes having any monetary value for an employee can be managed separately and with a smaller non-significant impact for employee overall satisfaction with other processes.

5 DISCUSSIONS AND CONCLUSIONS

5.1 Main Findings and Conclusions

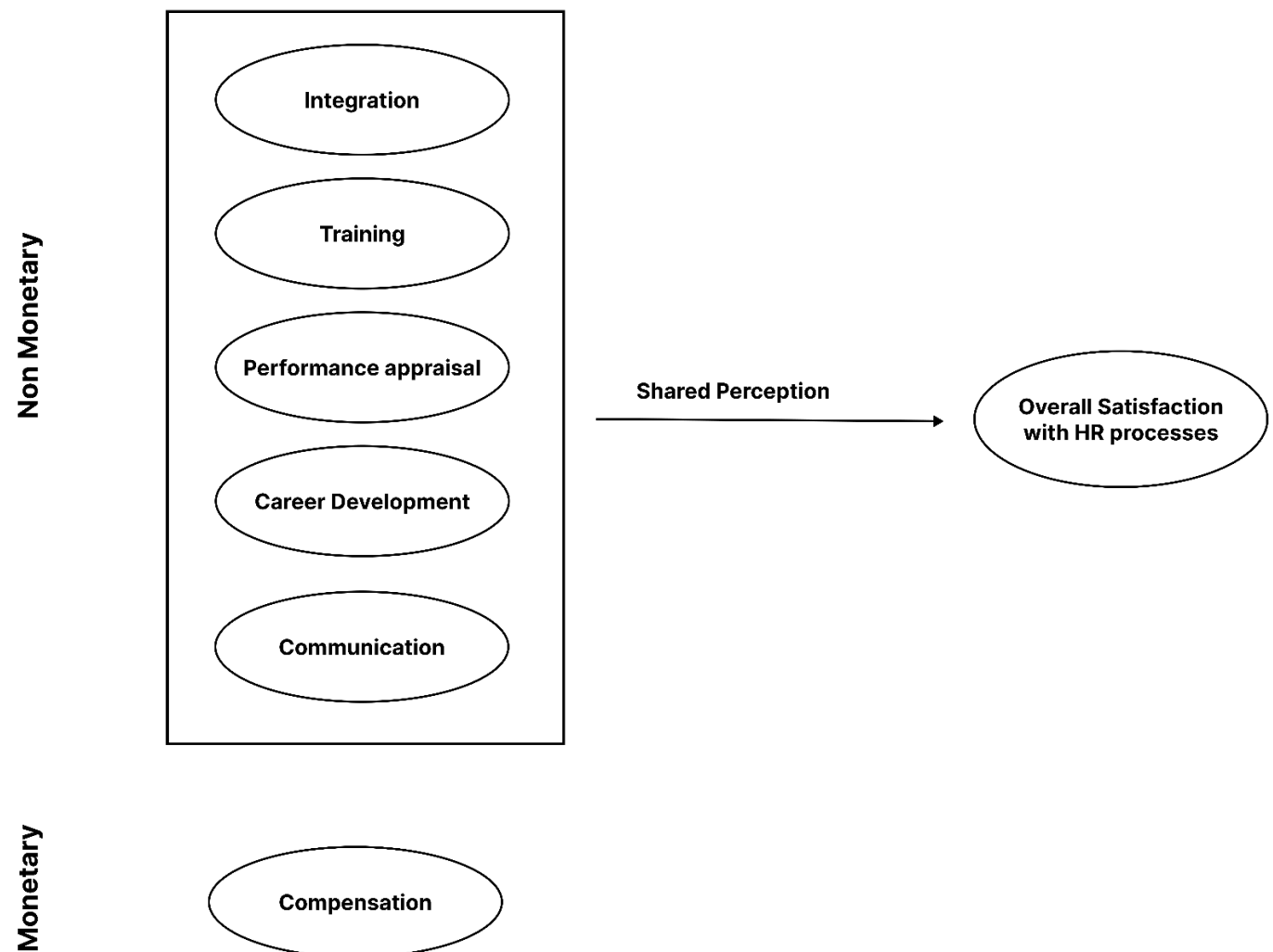
Research work that was conducted in presented research project has given a good overview of the significance of proper HR process management for any organization. As a result of the literature analysis, a few topics that are significant in the scope of this study were described in detail including importance of employee job satisfaction followed by various variables that were found to be significant predeterminants of employee job satisfaction. Analysis of listed parts resulted in the selection of the studied variables that included process representing variables such as integration, training, performance appraisal, career development, compensation and benefits, communication. Supporting the previously conducted research, results of the current study concluded that all selected variables except for compensation and benefits have a significant impact on employee overall satisfaction with HR processes.

In addition to described literature analysis sections, a study required an in-depth overview of importance of employee perception and its difference based on the selected business sector. As a study that was conducted in the Vilnius University, which is classified as a public sector organization, it was concluded by the data analysis that there are significant differences that are based on the employee environment and selection of public or private sector which in turn impact employee satisfaction. Data analysis results concluded that HR processes that are related to financial or monetary aspects are insignificant in terms of employee overall satisfaction. Moreover, a study required an understanding of the current findings regarding employee perception and its potential implications in order to fulfil the research gap and make conclusions based on the data findings. Results of this study partially confirmed that employees perceive implemented HR processes as a single unit without separating one process from another. However, an important difference was found regarding perception for employees of private and public organizations. In the public sector, it was concluded that employees do not have a common perception for monetary and non-monetary processes. In scope of this study, variables that represented satisfaction with non-monetary processes such as integration, training, career development, performance appraisal and communication, were found to be perceived by employees as a one single unit with shared perception. This conclusion is drawn by the fact that listed processes are statistically intercorrelated and in turn were found to be a significant predeterminants for overall satisfaction by the results of regression analysis. On the other hand, compensation and benefits that represented monetary related processes did not show consistent intercorrelation with other processes, as well as was not significant in determining employee overall perception. The first objectives of this research study were achieved, as it was concluded

that not all processes share a common perception from the employee's perspective. The second objective was also achieved as the theoretical overview regarding differences in public and private sector are supported by the data findings, suggesting that non-monetary processes should be managed with keeping in mind employee's shaper perception in which experience with one process impacts other processes and in turn influences overall satisfaction. Conclusion on the employee perception in a public sector is summarized in the Figure 2.

Figure 2

Concluded Model of Employee Perception of Job Satisfaction



Concluded model of employee perception of job satisfaction summarizes the results of the literature analysis in the combination with data findings. Presented perception model was

concluded as a result of hypotheses testing. The first hypotheses (H1) concluded that employee satisfaction with the way integration process is implemented has a significant impact on employee overall satisfaction with HR processes. The second hypothesis (H2) concluded that employee satisfaction with processes related to training and professional skill development has a significant impact on employee overall satisfaction with HR processes. The third hypothesis (H3) concluded that employee satisfaction level with performance appraisal processes has a significant impact on employee overall satisfaction with implemented HR processes. The fourth (H4) hypothesis concluded that employee satisfaction with implemented career development processes has a significant impact on employee overall satisfaction. The fifth (H5) hypothesis concluded that employee satisfaction with compensation and benefits processes has no significant impact on employee overall satisfaction with implemented HR processes, making it the only process representing variable that is excluded from the shared employee perception. The sixth (H6) hypothesis concluded that employee satisfaction with internal communication processes has a significant impact on employee overall satisfaction with HR processes. Third objective of the current research was achieved and the scientific approach applicable to the management of HR processes is presented in the Figure 2, stating that non-monetary processes are statistically significant for employee overall satisfaction and have a shared perception from the employee perspective.

5.2 Recommendations for the Practical Implications

In terms of practical implications of the current research, it can be recommended that management of HR processes should be performed with accounting for employees shared perception of non-monetary processes. As a goal of any organization is to achieve desired behavioural outcomes as an outcome of implemented HR processes, in the public sectors employees have a shared perception of satisfaction for non-monetary processes. Therefore, such processes should be implemented in a balanced way without giving all efforts on one or few processes if others are poorly implemented and show a low level of employee satisfaction. Satisfaction with a process that has a shared perception will impact other processes in the same group as well as overall satisfaction, which in turn was proven to have a significant impact on organizational performance. In addition to that, processes that imply monetary value of financial benefits for an employee are less significant in terms of the impact on overall satisfaction, as well as it is not impacted by non-monetary processes. It can be concluded that management of financial processes such as compensation and benefits can be separated from management of all other processes and can be viewed as a separate unit in terms of public sector employee perception.

Such approach can help HR representatives to make decisions regarding what processes should be managed in order to increase overall satisfaction, such as there would be less effect of improving employee satisfaction with compensation and benefits in order to increase satisfaction with another non-monetary process, as well as it will not help in increasing overall satisfaction with implemented processes in a public sector organization. On the other hand, it can give insights about what processes in the group of processes with shared perception should be managed to maintain the balance based on employee satisfaction. Since due to the shared perception poor implementation of one process leads to dissatisfaction with other which in practice can be properly managed.

5.3 Research Limitations

Current study has several limitations that could impact the results of future research on the similar topic. First of all, this study is based on only one public sector organization which is Vilnius University. It is possible that results of research finding could be different if multiple organizations representing the public sector would be involved, as well as various business sectors would participate. Since only employees of educational sector participated in the research, results can be different if more sectors could take part in it and make a more representative population for the study.

Another limitation that can be directly derived from the previous one is the number of research participants. Since a study took place in only one public sector organization, a sample size could be increased by involving more organizations and more participants. A total number of 208 complete responses was collected to conduct this research which is a representative sample based on the number of staff and faculty employees of Vilnius University, however, the population and the representative power of the research can be increased with attracting more employees of various public sector organizations.

The third limitations are related to the selected research variables that represented satisfaction with HR processes. The final list of selected variables was highly dependent on previously done research that supported the selection of variables that have an impact on employee satisfaction. In addition to that the final list was decreased once more based on the fact that variables representing processes included in a study must be familiar to employees of Vilnius University in order to collect valuable insights on their satisfaction and be able to conclude perception. A more extended list of variables can be used in the future uncovering more relationship and potentially providing more detailed view on the groups of processes with shared perception from employee perception. In addition to that, a study concluded a difference in perception of non-monetary and monetary processes, however there was only 1 variable

representing monetary processes. It would be important to incorporate more variables representing monetary processes such as monetary performance appraisal in the future studies in order to find if it makes any difference in employee perception in public sector environment. Results of the future studies can also be improved by incorporating more dimensions of employee perception such as perceived importance or perceived understanding of implemented processes, to extend the view on perception from employees' point of view.

THE IMPACT OF EMPLOYEE PERCEPTION OF THE JOB SATISFACTION ON HR PROCESS MANAGEMENT

Bohdan Deremeshko

Master Thesis

Business Process Management Master Programme

Faculty of Economics and Business Administration, Vilnius University

Supervisor Dr. Aida Mačerinskienė, Vilnius, 2024

SUMMARY

61 pages, 2 figures, 10 tables, 30 references.

The main goal of this Master's thesis is to investigate what potential impact employee perception of job satisfaction can have on the management of HR processes in a public organization represented by Vilnius University, by evaluating the employee's satisfaction with implemented processes and analyzing their interrelationship together with its impact on overall satisfaction.

The structure of the Master thesis consists of 5 main parts covering an introduction, literature analysis, research methodology, data analysis, conclusions and recommendations. Analysis of the literature reviews main concepts regarding HR processes and employee satisfaction, dedicated to the selection of research variables in the future. A list of processes that have a significant impact on employee satisfaction has been reviewed together with other variables affecting employee satisfaction. Considering the selection of the organization for the study, the main differences in the management of HR processes in the public and private sectors have been reviewed. Theoretical knowledge on employee perception and its importance for HR process management concluded the chapter binding previously mentioned topics and formulating the basis for this research.

Following the analysis of the literature, research was carried out by the author studying employee satisfaction with implemented HR processes in Vilnius University and its impact on overall employee satisfaction. A total of 208 completed survey responses were collected in this study. Data was processed using SPSS software. Data analysis revealed the statistical significance of employee satisfaction with HR processes towards overall satisfaction, as well as formulated a result regarding employee perception. Similarities with previously conducted studies were found together with data supporting differences between the public and private sectors.

Performed research concluded that employees in the public sector have a shared perception of non-monetary processes. Implementation of any of non-monetary processes has a significant impact on satisfaction with other non-monetary processes as well as it impacts employee overall satisfaction. Monetary processes such as compensation and benefits does not impact other non-monetary processes and does not impact overall satisfaction.

The conclusion and recommendations summarize the results of the performed research and compare them with the theoretical analysis. It is believed that the results of the study can contribute to HR process management in the public sector. Striving for high level of employee satisfaction and accounting for employee perception, non-monetary processes shall be implemented in a balanced way without a strong focus on isolated activities since employees perceive them as a single unit. Monetary processes are viewed as a separate unit in terms of employee perception and do not significantly contribute to overall satisfaction.

Keywords: Process management, employee perception, job satisfaction, integration, training, career development, performance appraisal, compensation and benefits, communication.

DARBUOTOJŲ PASITENKINIMO DARBU LŪKESČIŲ ĮTAKA PERSONALO PROCESŲ VALDYMUI

Bohdan Deremeshko

Magistro baigiamasis darbas

Verslo Procesų Valdymas Master Programme

Ekonomikos ir Verslo Administravimo Fakultetas, Vilniaus Universitetas

Darbo vadovas Dr. Aida Mačerinskienė, Vilnius, 2024

SANTRAUKA

61 puslapiai, 2 iliustracijos, 10 lentelės, 30 šaltiniai.

Pagrindinis šio magistro baigiamojo darbo tikslas - ištirti, kokią įtaką darbuotojų darbo pasitenkinimo suvokimas gali daryti žmogiškųjų išteklių procesams viešojoje įmonėje, atstovaujamoje Vilniaus Universiteto. Tyrimas vykdomas vertinant darbuotojo pasitenkinimą darbo procesais ir analizuojant jų tarpusavio ryšį su įtaka bendram pasitenkinimui.

Ši magistro baigiamąjį darbą sudaro penki pagrindiniai skyriai: įžanga, literatūros analizė, tyrimo metodologija, duomenų analizė ir išvados su rekomendacijomis. Literatūros analizės skyrius apibendrina sąvokas, susijusias su žmogiškųjų išteklių procesais ir darbuotojų pasitenkinimu. Ši dalis skirta įvardyti tyrimui reikalingas sudedamąsias, kurios bus naudojamos tolimesniuose skyriuose. Procesų, kurie turi įžvelgiamą įtaką darbuotojo pasitenkinimui, sąrašas buvo peržiūrėtas kartu su kitomis įtaką darančiomis sudedamosiomis. Įvertinus įmonės pasirinkimą tyrimui, buvo peržiūrėti pagrindiniai skirtumai tarp žmogiškųjų išteklių procesų viešajame ir privačiajame sektoriuose. Teorinės žinios apie darbuotojų suvokimą ir jo svarbą žmogiškųjų išteklių proceso vadovavimui užbaigia šį skyrių, sujungiant šioje pastraipoje minėtas temas ir suteikiant pagrindą šiam tyrimui.

Užbaigus literatūros analizę, autorius atliko tyrimą apie darbuotojų pasitenkinimą su naudojamais žmogiškųjų išteklių procesais Vilniaus universitete ir jų įtaką bendram darbuotojų pasitenkinimui darbo vieta. Darbo tyrimams buvo surinktos 208 užpildytos anketos. Duomenys buvo apdoroti naudojant SPSS programinės įrangos paketą. Atlikta duomenų analizė parodė darbuotojų pasitenkinimo žmogiškųjų išteklių procesais ir bendro darbuotojų pasitenkinimo darbu skirtumo statistinį reikšmingumą. Taip pat buvo suformuluotas darbuotojų suvokimo įvertinimas. Panašumai su kitais anksčiau atliktais susijusias tyrimais buvo atrasti kartu su duomenimis, paremiančiais viešojo ir privataus sektoriaus skirtumus.

Atlikto tyrimo išvados rodo, kad darbuotojai viešajame sektoriuje dalinasi sąlyginai panašiu suvokimu apie procesus, nesusijusius su darbuotojo piniginiu atlygiu. Bet kokių, nesusijusių su piniginiu įvertinimu, procesų įgyvendinimas daro žymią įtaką darbuotojų pasitenkinimui kitais ne piniginais procesais. Piniginiai procesai, tokie, kaip darbuotojo atlyginimas ir papildomos naudos, nedaro įtakos kitiems su pinigais nesusijusiais procesais ir bendram pasitenkinimui.

Atlikto tyrimo išvados apibendrina rezultatus ir rekomendacijas, bei palygina juos su teorinės analizės rezultatais. Manoma, kad tyrimo rezultatai gali prisidėti prie žmogiškųjų išteklių procesų valdymo viešajame sektoriuje. Siekiant aukšto darbuotojų pasitenkinimo lygio, ir atsižvelgiant į darbuotojų suvokimą, procesai, nesusiję su piniginiu atlygiu turi būti įgyvendinami subalansuoti - t.y. nesutelkiant dėmesio tik į bet kurį vieną iš šių procesų, kadangi darbuotojai juos linkę matyti kaip bendrą visumą. Procesai, susiję su piniginiu atlygiu, yra vertinami kaip atskiras aspektas, nes jų daroma įtaka bendram darbuotojo pasitenkinimui yra ne tokia žymi.

Raktiniai žodžiai: Procesų valdymas, darbuotojų suvokimas, pasitenkinimas darbu, integracija, apmokymai, karjeros planavimas, darbo veiklos vertinimas, atlyginimas ir papildomos naudos, komunikacija.

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ANNEXES

Annex 1. Questionnaire

(Integration)

When I started working for this organisation I received adequate:

1. Information to perform my job
2. Support from my supervisor to facilitate my integration
3. Support from my colleagues to facilitate my integration
4. Overall, I am satisfied with how integration went for me in my organisation

(Training and development)

When I think of the training I received in this organisation, it has been enough to:

1. Improve my performance
2. Increase my professional value
3. Develop my professional skills
4. Overall, I am satisfied with the training I receive in my organisation

(Performance appraisal)

When I think of my performance appraisal in this organisation:

1. Appraisal criteria are understandable and fair
2. Feedback I receive is useful to improve my performance
3. Qualitative aspects of my performance are also considered
4. Overall, I am satisfied with performance appraisal in my organisation

(Career development)

When I think of my career development in this organisation:

1. There are opportunities of career progression
2. Organisation provides me with adequate support and tools to develop my career
3. Chances of career progression depends on my performance and my skills
4. Overall, I am satisfied with career development in my organisation

(Compensation and benefits)

When I think of my compensation in this organisation:

1. Compensation I receive are related with my performance results
2. Compensation I receive are related with the value of my the job to the organisation

3. Compensation I receive are related with the value of my job in the market
4. Overall, I am satisfied with compensation in my organisation

(Communication)

When I think of the internal communication in this organisation:

1. Important facts and news about the Organization are adequately shared among the employees
2. Information I receive through the internal communication channels is useful to give me a better understanding of the organisation
3. Information I receive through the internal communication channels helps me to perform better my job
4. Overall, I am satisfied with communication in my organisation

(Satisfaction with HR processes)

1. Overall, I am satisfied with existing HR processes in my organisation