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College of Business Administration

**Department of Management and
Marketing**



Human Resources Management Practices Contribution to Employee's Satisfaction: A Case of the Saudi Oil and Gas Industry

A Thesis Submitted in Partial Fulfilment of the Requirements for the master's
degree in Human Resources Management.

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☐ Without making any changes to the thesis.

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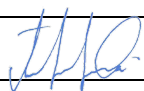
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This entitled dissertation “**Human Resources Management Practices Contribution to Employee's Satisfaction: A case of the Saudi Oil and Gas Industry**” is submitted to obtain the Master of Business Administration degree from the University of Bahrain. This declaration is to clarify that this thesis is the original version of my work except for quotations, which were duly acknowledged.

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Abstract

The study revealed that Human resource management (HRM) practices had a significant positive impact on employee satisfaction. It has been found that these practices help in increasing employees' productivity and satisfaction. The purpose of this study is to find out how managing human resources practices contributes to employee satisfaction. This study has considered a mixed research design in which 271 respondents have been considered for the quantitative analysis. Ten managers have been considered for the qualitative analysis employed in several Saudi oil and gas industries. The secondary data literature sources have identified that factors essentially contribute to employee satisfaction, mainly learning and development programs, career development opportunities, the effectiveness of HRM practices, rewards and benefits, and work culture and environment. The findings of this study revealed that the factors that affect employee satisfaction vary depending on the industry and the organization's size. The quantitative analysis has shown these variables are strongly correlated with employee satisfaction within the oil and gas industry. The limitation of this study is that it may narrow its scope and the level of research that it should have. Thus, there is a chance that may weaken the data collection implementation.

Furthermore, the study suggested that practical approaches and strategies should be in place to ensure higher employee satisfaction in line with the identified variables. This research might include insight into organizations in which following practical HRM practices could lead to a higher level of employee satisfaction. Therefore, it would enhance the overall productivity of employees and organizations. It has been recommended that modern technology-based compensation and performance appraisals be given to employees to improve their performance and increase their level of satisfaction.

Keywords

HRM practices, Employee satisfaction, Saudi Oil and gas industry, Recruitment and Selection, Training, Development, Performance Appraisal, Compensation, and Reward.

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Chapter One

Introduction

1.1 Introduction

Most of the assets of any organization are its employees. They are the people who work hard to support the company's success (Eskildsen & Dahlgaard, 2000; Gabčánová, 2011). This phenomenon is considered one of the critical factors that influence employees' satisfaction. It is the driver for customer satisfaction, productivity, and quality (Matzler & Renzl, 2006; Parvin & Kabir, 2011). A study showed that employees who are satisfied with their work are more productive. This is because they are motivated to provide quality work (Amin et al., 2017; Matzler & Renzl, 2006). Therefore, it is vital that employees are satisfied with their work. The factors that influence their satisfaction are many (Lu, et al., 2016; Martensen & Grønholdt, 2001).

Through HRM practices, employee satisfaction can be achieved. These practices help the employees to develop and sustain a great work environment (Jose, 2012). Human Resource Management practices are practices that are widely used to increase employee satisfaction. This is because HRM is the primary function in an organization that deals with the employees. This function works explicitly in an organization to deal with the problems and solutions related to employees. So it is why many studies have shown that HR practices are drivers of employee satisfaction at the organization (Gürbüz, 2009). In addition, HRM practices in the organization shape the employee's view towards the job, so their behaviors and attitudes are shaped at the workplace (Jose, 2012).

HRM practices help employees develop a positive work environment by allowing them to have an optimistic view of the job and show enthusiasm for the work. This engaged employee ultimately is the one who is satisfied with the job and hence,

becomes loyal to the company by having the acceptable HRM practices at the position (Jose, 2012).

The oil and gas industry in Saudi Arabia is a vital part of the country's economy. This sector must be well-equipped to work efficiently to ensure that its operations can be carried out efficiently. As explained earlier, the most valuable asset of any organization is employees; therefore, employees can drive the company and, ultimately, the country towards success for oil and gas companies. Human resource practices play an ultimate role in satisfying the employees of the company. Therefore, these practices should be in point so that company can work properly. Implementing sound HR practices enable Saudi oil and gas companies to satisfy their employees and sustain a competitive advantage (Memon et al., 2020). This research has used some HR practices: recruitment and selection, training and development, and a compensation and reward system, to see the impact on employee satisfaction in Saudi oil and gas companies as many studies have used these practices in particular, therefore the study followed similar interest. In this study, the researcher utilizes these HR practices to investigate their effect on employee satisfaction. Specifically, these practices are chosen as almost all companies utilize these HR practices. Thus, comparing and contrasting each practice becomes more manageable, as this study has used multiple case study methodology (Hassan et al., 2013).

1.2 Research Problem

Employee satisfaction measures the employee's feelings and actions. It affects their behavior and attitudes toward work. Therefore, employee satisfaction is a necessary task in organizational management. Because of its impact on productivity, managers feel that their moral responsibility is to maintain high employee satisfaction levels. It has been recognized by various organizations that a satisfied workforce contributes significantly to organizational effectiveness and, ultimately, to survival (Memon et al., 2020). Therefore, there is an interest to investigate more about employees' level of satisfaction to the extent that could measure the enhancement level of human resources practices in the oil and gas sector in Saudi Arabia.

There is a lack of understanding about the profound relationship between HR practices and employee satisfaction. The data available regarding this relationship need to be addressed more.

Notably, the overall results shown are not encouraging and inconsistent. Therefore, considering the importance of these methods in this context, the purpose of this research is to highlight and focus on the impact of HRM practices on employee satisfaction in Saudi oil and gas companies.

1.3 Research Questions

This study aims to investigate the relationship of various HR practices in the oil & gas industry of Saudi Arabia to employee satisfaction. The research will focus on HR professionals' selection, training, development, and compensation & performance evaluation. Nonetheless, this overall research question has been answered in the literature. However, this topic is context-specific, and research in the oil and gas sector is limited, so studying the relationship mentioned above. The following are the research questions specific to this study.

- What is the relationship between “recruitment and selection unit” with employee satisfaction in the oil and gas sector of Saudi Arabia?
- What is the relationship between “training and development unit” with employee satisfaction in the oil and gas sector in KSA?
- What is the relationship between “compensation and reward system” with employee satisfaction in the oil and gas sector in KSA?
- What is the relationship between employee satisfaction and performance appraisal in the oil and gas sector in KSA?

1.4 Research Objectives:

The following objectives have been aimed to achieve in this study:

- To identify the impact of HRM practices on employees' satisfaction in the Saudi Gas and oil companies.
- To identify Saudi Gas and oil companies' trend towards adopting the variables that impact employees' satisfaction.
- To identify the contribution of HRM practices on employees' satisfaction in the Saudi Gas and oil companies.
- To analyze the most prominent factors associated with employees' satisfaction.

1.5 Research Significance

This study aims to depict a positive image of measuring employee satisfaction in the oil and gas industry. It is based on the fact that the techniques used by employers to measure employee satisfaction have a negative effect on some of the employees. This study's outcomes will be significantly valuable to guide the oil and gas sector. It has specifically studied HRM practices in Saudi Arabia, which will help their organizations lead to higher employee satisfaction and productivity.

1.6 Research steps

The research steps include eight stages through which this study has been conducted and acquired the research objectives.

1. The research problem has been identified
2. The literature has been critically reviewed.
3. The research question, objectives, and hypothesis have been set.
4. The design of the study has been selected.
5. Sample design has been decided
6. The data has been gathered
7. The data has been processed and analyzed
8. The report has been written.

1.7 Research limitation

The limitations of this study are that it has to narrow its scope and the level of research that it should have. Also, there is no such extensive experience in primary data collection. Thus, there is a chance that the nature of the data collection implementation method might be flawed.

1.8 Thesis structure

The thesis is structured in five separate chapters, which are underpinned below-

Chapter 1- Introduction

This section develops the basic idea about the area of the research and generates the research problems based on which aims and objectives along with research questions are made.

Chapter 2- Literature Review

This section aims to provide a critical review of the literature and the studies conducted in the past. It also collects secondary information and develops the understanding of the reader.

Chapter 3- Research Methodology

This section will highlight the description and justification for selecting particular tools for research, the techniques, and methods so that the goals can be acquired regarding the study.

Chapter 4- Data Analysis

This section will highlight the primary data analysis and the discussion regarding the main findings of the research. The results will be in detailed form over here.

Chapter 5- Conclusion and recommendation

This is the last section where the main findings will be discussed to acquire the research objectives. It will also enlighten the future research scope and recommendations to enhance the area of the research problem.

Chapter Two

Literature Review

2.1 Introduction

Fink (2019) defined literature review as "a systematic, explicit, and reproducible process for identifying, evaluating, and producing the present body of completed and recorded work produced by researchers, scholars, and practitioners". Therefore, research on the literature review should include the actual investigation on that topic. Furthermore, a useful literature review should clearly define the research gap by highlighting the vital research already done on the subject (Fink, 2019). According to Hart (2018), there are mainly three aims to conduct a literature review which are:

- To illustrate the skills of searching.
- To reveal the knowledge of the specific area of a subject along with the comprehension of the problem.
- To give the justification for the topic, design, and methodology we have chosen for research.

The literature follows the literature on employee satisfaction on the other independent variables of the topic. Then, the theoretical framework of this study is presented.

2.2 Employee Satisfaction

Being satisfied with the company is very important to employees, as it can help them stay loyal to the organization. This will also benefit the company's overall operations (Chi & Gursoy, 2009). HRM practices are the drivers of employee satisfaction as these practices help employees to remain engaged by having an optimistic view of the job (Jose, 2012). When employees are met, employee turnover is reduced by ultimately increasing organizational performance (Pantouvakis, 2011). Empirical

studies have shown that employee satisfaction is directly related to organizational performance (Ruizalba et al., 2014; Rae, 2013). So, employee satisfaction is one of the main functions of an organization that needs to maintain a valuable asset, i.e., employees (Ingelsson et al., 2016).

Nemmaniwar & Deshpande (2016) believe that employee satisfaction is considered the essential phenomenon of organizational behavior. In the last decade, trust has been found a significant phenomenon in organizations that need to be developed to have employee satisfaction at the workplace (Dirks & Ferrin, 2001; McAllister, 1995; Smith, 2020). Given this trust, when there is a reciprocal relationship between supervisor and subordinate, there is a favorable element resulting from job satisfaction (Lagace, 1991). Now, why is job satisfaction required in organizations? Organizations want to retain the right employees to drive their organization towards success with the advent of the "knowledge economy." As a knowledge asset of an organization, it means that employees focus on employee satisfaction (Renzl, 2003). Knowledge workers are the actual competitive advantage providers for the organization. They are the ones who are knowing their heads, and when they move, the knowledge in their minds also moved. That is the reason this is called the most mobile resource within the organization. Thus, it becomes essential to retaining knowledge workers by driving the employee satisfaction drivers (Matzler et al., 2003; Sumbal et al., 2017). Employee satisfaction affects employee loyalty, as well. When the employee is satisfied with their job, they will be loyal to their organization (Matzler & Renzl, 2006).

According to Kaushik et. al. (2018), have done the thematic review of employee satisfaction and found out that the following practices have significant implications on employee satisfaction:

- Learning and Training

- Career development
- HR practices
- Rewards and Benefits
- Work Culture and Environment

These factors ultimately affect employee motivation and organizational performance (Kaushik et al., 2018). Therefore, the study aims to analyze the factors that contribute to the satisfaction of employees. Managers have to consider this as significant as other phenomena because dissatisfied employees do not perform well and provide inferior services to the organization (Nemmaniwar & Deshpande, 2016).

Organizations strive to enhance and maintain employee satisfaction to own the organization and remain intact to them. When they remain intact, they put their efforts into improving corporate performance (Chen, 2020). There has been a study on Chinese enterprises to explore the relationship between employee satisfaction and improving performance. To no surprise, it was empirically concluded that employees with high satisfaction with their jobs tended to be more socially active in enhancing the overall organizational performance (Wang & Kim, 2013). Moreover, Elarabi and Johari (2014) studied the relationship between job satisfaction and job performance and concluded that they are directly related.

2.3 HRM Practices

Human capital is the major asset of an organization because it provides the people with the skills and capabilities to perform their job effectively (Barney & Wright, 1998; Valeyre et al., 2016). Smith (2020) states that organizations do the best when they encourage their employees to give ideas, and through this, the organization can manage the company's assets. They are the ones who support an organization to achieve the "Competitive advantage" in its industry that ensures the success of an organization (Porter & Advantage, 1985; Sutherland, 2019). However, the rapid

change of technology, economic factors, socio-cultural factors, and political pressures have collectively forced the organizations in the past decade to look carefully at their human capital (Salas & Cannon-Bowers, 2001). Managing human resources is a difficult task in a rapidly changing environment. Managing employees like assets are essential to be truthful to employees, be trustworthy in maintaining the employees' commitments, and keep engaging employees through different activities. These activities make employees responsible for improvement by defining it in their job description and, last but not least, focusing on the organization's internal customers by implementing an internal "service level agreement" (Smith, 2020).

HRM practices help organizations to manage the most valuable asset of their organization, namely, employees. It is the process of selecting and attracting potential employees, motivating and engaging them, and retaining them for their success and survival. The implementation of context-specific and appropriate HRM practices lets the positive employee and employer relationship develop, ultimately affecting organizational performance (Hassan, 2016). HRM practices extend their uniqueness and innovation (Donate et al., 2016). HRM practices are implemented explicitly in organizations to enhance employee outcomes. These practices are: better decision making, reducing the turnover of employees, enhancement of productivity of employees, and greater job satisfaction, which ultimately increases organizational performance (Veth et al., 2019).

HRM practices improve the employee's attitude (Li et al., 2019). Employees' satisfaction and commitment to the organization have a significant effect on the organization (Elrehail et al., 2019). Furthermore, there is a substantial and positive relationship between HRM practices and employee satisfaction (Costa et al., 2019). So, in short effective and efficient HRM practices improve employee satisfaction

and organizational performance (Li et al., 2019). This commitment of the employees with the organization serves as a link between both. If employees' commitment and satisfaction lack, it will cost the organization turnover and commitment (Cherif, 2020).

HRM practices are essential for an organization's development, so they are well-planned and implemented to keep the employees satisfied with their jobs (Kaushik et al., 2018). Primary HR practices include recruitment, selection, training, development, compensation, reward system, appraisal, employee and labor relations, performance enhancement (Goldstein et al., 2017). Therefore, HRM practices have a substantial and positive effect on employee satisfaction. Therefore, organizations must have the best HRM practices according to their context to give their best to improve the overall performance (Aswathappa, 2013).

According to the literature, HRM practices have several benefits for the organizations, which include systematically eliminating the waste by focusing on continual improvement, enhance employee involvement in the decisions of the organization, providing the back to support the working environment of the company (Alfalla Luque et al., 2012). HRM practices are the source of achieving a competitive advantage in organizations (Tawalbeh & Jaradat, 2020).

To serve the purpose of this research, recruitment, and selection, training and development, and compensation and reward system are used as independent variables to notice the impact of mentioned HRM practices on employee satisfaction. These practices are chosen because these are essential practices almost utilized by every organization to run their HR function smoothly and effectively (Kampkötter et al., 2016; Tawalbeh & Jaradat, 2020; Thang & Buyens, 2008).

Next, the study will describe each independent variable involved and review the vital previously conducted research.

2.3.1 Recruitment and Selection

This process serves as the basis for the selection of the ideal candidate for a job. It also shows the various elements that are necessary for successful career development. (Compton, 2009; Kampkötter et al., 2016). Choosing the right employees at the right time for the right job build up the business of an organization. Moreover, selecting the employees with the active pay and remuneration system will decrease the cost. So, in short, the right employees should be picked up for the right job at the right time to utilize resources effectively and efficiently (Goldstein et al., 2017).

Recruitment and selection is the most vital function of HRM. It is the process of choosing and selecting potential candidates. Any firm's HR quality depends explicitly upon this HRM's efficiency in the organization (Gamage, 2014). It is regarded as one of the primary practices of human resource management. It helps the managers select the best candidate from the potential pool candidates for their organization (Rehman, 2012). Recruitment and selection consist of three stages, i.e., defining the requirement for the vacancy available, then attracting the candidates, and finally selecting the best candidates from the pool generated. Moreover, managers should consider the present and future candidates' present and future requirements and plan accordingly (Armstrong, 2009).

The general purpose of recruitment is to choose the potential candidate for the job (Gamage, 2014). The recruitment process includes advertising the vacancy through different platforms and then screening the potential candidates. The selection consists of selecting the best candidate from the pool generated through tests, individual interviews, panel interviews, assessment centers, selection boards, etc. (Armstrong, 2009; Goldstein et al., 2017). The exercise of recruitment and selection activities should be competent by the organization to pick out the right people at the

right time for the right job. It will increase the probability of goals actualization and performance competence (Matolo et al., 2019). "Process of recruitment and selection is concerned with identifying, attracting and choosing suitable people and employing and obtaining appropriate and competent candidates through external sourcing and that it gives greater importance to be attached to fit between person and organization's culture (Beardwell & Claydon, 2007). Gupta and Shaw (2014) have argued that selection is either choosing the best candidate or rejecting a candidate.

According to Gamage (2014), the primary function of selection is to choose the right candidate for the right job at the right time. However, the following are the justification of the objective's selection process in the organization:

- To maintain the selection process cost-effectively and efficiently.
- To set up and keeping an excellent reputation as an employer.

According to Sinha and Thaly (2013), there are various recruitment approaches to choose potential candidates. These are:

- Company website
- Recruitment agencies/ consultants
- Employee referrals
- Campus recruitment
- Job sites/ portals
- Social media platform
- Employee referrals.

Most organizations use two or more approaches depending upon the position's nature, employers' brand name, company's resources, and recruitment budget (Sinha & Thaly, 2013). Furthermore, Ofori and Aryeetey (2011) have added that recruiting and selecting the wrong candidate for the position can cost higher, losing the

organization. Hence, quality employees must be designated at the organization who satisfy the organization's strategic objectives at a minimize cost. This process of recruiting and selecting potential candidates plays a vital role in increasing overall organizational performance as it has also been empirically tested (Syed & Jamal, 2012).

2.3.2 Training and Development

Training and development are systems that improve the skills of the employees of an organization. It is often regarded as an essential aspect of an employee's development. Advancement is regarded as upgrading the employee to longer-term hierarchical objectives (Gabriel at al., 2016). These terms are often used interchangeably. (Noe & Kodwani, 2018). One of the significant aspects of managing the human resources in an organization to remain in touch with the market and for their knowledge enhancement is giving them "Training" (Thayer, 1997).

Learning is possible by training the employees on specific skills, knowledge, and attitude. They need to perform on the job, and that is the reason organizations invest in training because they believe training can polish the skills of their employees and then it will help them to remain competitive in the market (Bell et al., 2017; Salas & Stagl, 2009).

Training and development are significant factors in HRM practices that drive the employees towards satisfaction and loyalty. It contributes positively to the growth of the organization (Hassan, 2016). In this era of competition and globalization, until the company is not providing training to its employees on changing systems and technology and not developing the employees, it will not progress in the market and hence, will face difficulty in gaining and maintaining competitive advantage (Sharif & Nazir, 2016).

Two terms are unceasingly used training and development that is abbreviated as T&D (Fitzgerald, 1992). Many people consider them to have the same meanings and are used for the same purpose, but they are different (Aguinis & Kraiger, 2009). Training is defined as an approach that affects knowledge, skills, and attitudes intending to enhance the individual team and organizational effectiveness. On the other hand, development is an approach that involves an individual's knowledge and skills to personal growth and future jobs (Goldstein & Ford, 2002). In short, training is taken for the short-term and development for the long term. Organizations use training and development to develop employees' skills and knowledge to increase overall organizational performance (Hassan, 2016).

As Aguinis and Kraiger (2009), training is provided to improve individuals and organization's effectiveness. So, at the individual and team level, it increases job satisfaction and ultimately improves employees' job performance, improves team performance of teams, provides the individual and team well-being, increases mortality, provides empowerment, provides motivation, and much more (Edkins, 2002). In addition, it offers financial benefits to the organizations at the organizational level, increases sales/revenues levels, improves corporate reputation, and much more (Aguinis & Kraiger, 2009). Moreover, Becker (1962) says that training also benefits society because it enhances the labor force.

Salas et. al. (2012) describe the detailed training programs, and according to their research, they come up with two significant facts:

- Training works
- Matters of the way training is designed, delivered, and implemented.

Salas et. al. (2012) has expanded the same process as Goldstein et. al. (2017) by reducing the steps and more requirements in each step. According to him, before training means to decide and plan the whole training program, which includes:

- the organization task and person analysis (Tannenbaum & Yukl, 1992).
- Prepare the learning climate, including scheduling the training and notifying the employees, supervisors, and leaders (Baldwin & Magjuka, 1997).

The **second step**, "During Training," includes

- Ensuring the proper mindset of the trainee by building the capabilities of employees in terms of their self-efficacy (Quinones et al., 1995) promote their learning intention and orientation (Fisher & Ford, 1998) and develop self-motivation of learning in the employees (Colquitt et al., 2000).
- Doing so helps employees develop their skills and knowledge by equipping them with the necessary tools and methods to implement practical instructional principles. (Noe & Colquitt, 2002).
- Use the technology sensibly and wisely, which means the correct use of technology in terms of computer-based training and simulation environment (Sitzmann et al., 2006).

The **third step**, "After training," includes:

- Ensure the transfer of training as explained by Goldstein et. al. (2017) via eliminating the obstacles that hinder learning while training on the job. Furthermore, provide mentorship plus tools to supervisors to encourage their employees to apply their knowledge on the job (Baldwin & Ford, 1988; Kraiger, Ford, & Salas, 1993).
- Evaluating the training means analyzing the achievement of the training objectives. It is done by clearly identifying the purpose of the training and

assessing the training at multiple levels, measuring reactions, learning, results, and behavior (Thayer, 2002).

It is essential that employees are continuously trained to develop and improve their skills. This can be done by equipping them with the necessary knowledge and attitudes to perform their job effectively. Organizations invest in training because they believe training can polish their employee's skills, and then it will help them keep competitive in the market (Salas & Stagl, 2009). The role of training and development, in short, has been exceeded from the perspective of just improving the skills of a person to enhancing the satisfaction of employees, which ultimately leads towards increasing team effectiveness and organizations to gain competitive advantage (Noe et al., 2014).

2.3.3 Compensation and Reward System

A compensation and reward system is a set of programs and policies that an organization uses to compensate its employees for their work. Compensation and reward system include all the financial and non-financial rewards an organization gives to fulfill an individual's need. (Kampkötter et al., 2016). Compensation consists of an overall package that an employee gets in return for serving the organization. It provides pay, bonuses, allowances, etc. (Tsegaye, 2017).

Compensation and reward system are also essential tools for human resource management. Because this satisfies the need for an individual's safety, it meets the compensation of an individual they are getting in return for the activities they are performing for the organization (Chiu et al., 2002). The compensation and reward system, on the whole, both play a vital role in attracting potential candidates towards the job, retaining the employees of the workplace, and letting them know their worth in the organization (Samnani & Singh, 2014). According to Litman et. al. (2015), compensation and reward systems are the most effective motivation for employees

to satisfy their jobs. The compensation in monetary terms and the design and then implementation of compensation and the reward system have a substantial positive effect on employee satisfaction and motivation to show positive results (Gupta & Shaw, 2014).

The compensation and reward system helps organizations balance their employees' contributions and their employer's contributions. (Pratheepkanth, 2011). Compensation is the process of providing monetary value to employees. It may include medical allowance, basic pay, profit sharing, travel/accommodation allowance, overtime, stock option, and bonuses. As compensation has a wide variety of options, organizations must plan employees' compensation through correct techniques to remain in the organization. Compensation is one of the major factors because employees switch their jobs (Hassan, 2016).

Moreover, pay as compensation acts as an extrinsic motivator while explaining individuals' productivity at the workplace (Samnani & Singh, 2014). Therefore, a Reward system is also inevitable in organizations as it also has monetary and non-monetary rewards present, which help the organizations retain the employees. It has all kinds of rewards, including work experience, cash compensation, non-cash forms, and benefits. The reward system's main objective is to encourage the employees to work effectively and efficiently, in short, to satisfy the employees (Hsieh & Chen, 2011).

Compensation and reward systems remain as a tug-of-war between supervisor and subordinate over incentives. Companies say that their employees are the most valuable asset, but the compensation package usually does not reflect this (Gupta & Shaw, 2014). Pay systems are the best way to keep employees satisfied and motivated towards the job.

2.3.4 Performance Appraisal

Performance appraisals are conducted annually or semi-annually by the HR department of various organizations. They are used for multiple purposes, such as promotion, evaluation, and pay raises. This activity acts as a developmental plan which focuses on pointing out the strengths and weaknesses of employees. Eventually, it helps the employees know about their skills. One of the critical applications of performance appraisal is performance-related pay (PRP) systems that motivate the employees to align their objectives with their objectives. This system empowers employees to give their best for achieving organizational goals (Kampkötter, 2017).

Moreover, it satisfies the employees because it directs what is expected from them and puts their efforts into achieving the desired results (Bryson et al., 2012). Performance appraisals are usually set to improve the performance of the "individuals, groups, teams, and the entire company." PA should enlighten the employees' supervisors with enough information to ensure the employees' desired performance. Their direct supervisor usually appraises employees, so to have a positive perception about the performance appraisals among the employees, it is vital to notice that the relationship between supervisor and the employee should be good (Naji et al., 2015).

One of the vital components of human resource management practice is the performance appraisal system which is the system dedicated to evaluating the extent to which the employee's day-to-day performance is linked to the goals that are established by the organization (Wahjono et al., 2016). It is also defined as "formal, structure system, and evaluating an employee's which related to their job responsibilities (Ghandour, 2017). So, the performance appraisal system aims to reach the employee's current performance to compare it with the past performance

to see the improvement and compare it with the desired version to plan up the path (Dessler, 2010). Consequently, it is helpful for the employees, and organization, and society on the whole (Tan, 2011). So, it is considered to empower as well as encourage employees in the consequent performance cycle.

Performance appraisals are a multi-step program that includes:

- process planning – identification of the job, responsibilities, and indicators.
- Monitoring – motivating the employees so that they can contribute easily.
- Appraisal exercise – filling up the forms, conducting the interviews.
- Consequences – giving up rewards based on performance.

These all steps include regular communication between employees and supervisors as supervisors are usually the ones who are appraising the individuals within the organizations. So, this concept emphasizes the dilemma of having trust, good relations, and good communication between the employees and the supervisors. Reactions to the PA are essential for the PA appraisal's efficiency and effectiveness in the literature (Naji et al., 2015).

Studies have shown that the relationship between supervisor and employee can affect the employee's performance evaluation. (Kuvaas, 2011; Naji et al., 2015). This role of the supervisor during the whole process makes them a key player. Their role affects the perception that employees have of the appraisal process. Even the entire process is not in the supervisor's hands regarding remuneration, promotion, or consequences. Still, the supervisor is directly related to the employee, so they should ensure the smooth conduction of the whole process. It eventually will increase the trust among the employee and the supervisor giving promotion to the positive perception. Managers should build close relationships with employees to avoid the PA system's negative perception (Khan, 2013).

Many difficulties can also arise from the performance appraisal system if the close relation is not maintained. These difficulties include conflicts, dissatisfaction among employees. This type of appraisal is that the employee does not accept the feedback and does not improve it. So, such a kind of appraisal system consumes the time and the resources to conduct the whole activity, but the result goes in negative as it does not guide employee development. PA is also considered a bureaucratic system among some employees because of its top-to-down nature. Therefore, it becomes the reason for stress and conflicts leading to the loss of confidence within the organization (Khan, 2013).

Performance appraisal is a very time-consuming and lengthy process that can create stress and frustration, due to which teamwork and trust climate can be undermined. This type of deviation can be due to personal biases, lack of communication, and variable appraisal standards across the organization. It is why the supervisor plays a critical role in accomplishing the performance appraisal activity (Naji et al., 2015). In this regard, trust is an essential element within the supervisor and the employee and plays a vital role in managing this relationship (Boachie-Mensah & Seidou, 2012).

A performance appraisal system is a tool that encourages employees to improve their performance. However, it does not provide enough incentive for employees to reach their goals. The system should be used for the employees' approval. It should also be used to achieve the best results. (Naji et al., 2015). It is significant for the performance appraisal system to be fair and reasonable in the employee's eyes because it is only effective and efficient when employees consider it valid and reliable. When employees think it is correct, it increases their satisfaction level (Boachie-Mensah & Seidu, 2012).

Employee satisfaction associated with the performance appraisal system plays a crucial part in ensuring its long-term efficiency. Negative thoughts and association of the employees with the PA system can ruin the system's whole concept even if it is diligently developed (Aleassa, 2014). Research conducted in Great Britain shows that the 80, 20 ratio of the employees' satisfaction means 80% of the employees were not satisfied with the PA system they had in the organization. So they were less likely to take it seriously and contribute enthusiastically towards achieving the organizational objectives. So, the employee's satisfaction plays the role of the heart in the effectiveness of applying the performance appraisal system (Aleassa, 2014; Naji et al., 2015).

A theory is known as Performance Appraisal Perception (PAP) behind the performance appraisal association with employee satisfaction. Perception is the employees' feeling about the environment in which they work, which varies from person to person. It can be influenced by other issues, as well. For example, an employee's personality, past experiences, and behavior can affect how well they perform at work. However, it is straightforward that a negative perception rather than motivating employees demotivates the employees towards achieving the organizational objectives (Ahmed et al., 2011).

It is crucial to clarify the employees' expectations within the employees to increase the employees' perception level for the performance appraisal system. It is how employees become familiar with the purpose and role of the performance appraisal. Moreover, all employees should be included in the PA system to understand and comprehend what is expected from them and their expectations after achieving the goals designed. It is how it increases the satisfaction level among the employees (Dessler, 2010).

The second most important thing for the successful performance appraisal system's implication is the communication between the supervisor and the employee. It is the most effective way through which information is shared promptly. Effective communication builds active listening of the employees' point of view, clear communication of the goals at all levels of the organization, and effectively generating the response and feedback. The third essential element is the trust element between the supervisor and the employee. If employees consider their supervisors capable and have high-quality knowledge of their job responsibility, they trust their supervisors, which creates a positive attitude towards the PA system (Tan, 2011; Dessler, 2010).

2.4 Link of HRM practices and Employee Satisfaction

HRM is a tool used by organizations to motivate and retain their employees. Doing so helps keep the organization competitive in the market (Nwachukwu & Chladková, 2017). Organizations have to pay attention to the HRM practices because the proper implementation of HRM practices maximizes the skills and competencies of its valuable resource, i.e., employees (Saleem & Khurshid, 2014). These practices help the organization grow in competence, uniqueness, innovation, flexibility, and intelligence compared to the rivals. These policies help recruit, select, train, develop, compensate the employees, and give their best efforts to build the organization within limited resources (Quansah, 2013).

Furthermore, the organization's survival and success depend upon the employee's commitment and gain this commitment. It is necessary that employees are satisfied with their job and the workplace. Here, HRM plays a part and develops the mutual relationship between employees and the organization, producing employee satisfaction and commitment. This relationship follows the "social exchange

theory," which states that employees serve the organization, and in exchange, organizations satisfy them with different perks and benefits (Jawaad et al., 2019).

Many types of research in literature have empirically tested the link of HRM practices with employee satisfaction. Mainly recruitment and selection, training and development, compensation, and performance appraisal positively affect employee satisfaction (Ijigu, 2015). Aswathappa (2013) has argued that organizations should have the best HR practices to satisfy and retain their employees. According to Hassan et al. (2013), compensation is the primary driver of employee satisfaction. Absar et. al. (2010) have investigated that human resource planning and training and development positively correlate with job satisfaction. Aswathappa (2013) has argued that satisfying employees through compensation is the best way to keep them loyal and attach to the organization as this helps their need to live in society. Oyeniyi et. al. (2014) have empirically tested and concluded that performance evaluation, compensation practice, promotion practice, and training practice positively correlate with employee satisfaction. Thangamuthu (2013) empirically tested the relationship between HRM practices and employee satisfaction and found that compensation and training and development are positively related to employee satisfaction.

Rathanweera (2010) has argued that HRM practices are significant drivers of employee satisfaction. Kashfi et. al. (2015) have also found an important link between human resource planning as an HR practice on employee satisfaction. According to Kennedy (2009), training and development help people grow, which allows the organization to grow. It enables an organization to adapt to changing environments by increasing job satisfaction and employee efficiency. Furthermore, according to Nwachukwu (2017), there is a positive relationship between employee reward, training & development, HR planning, and a work environment with employee satisfaction. Similarly, Cherif (2020) has found a positive relationship

between HRM with employee satisfaction. There is an interactional cycle of job satisfaction and HRM practices. HR policies and implementation help the organization retain its employees by satisfying their needs and desires. In return, this also helps the employees to be more committed to the organization (Cherif, 2020). HRM practices affects the outcome of the organization on the whole as they shape up the employees behavior and attitude in the organization (Costa et al., 2019).

Additionally, it is seen from the above that HRM practices play an essential part in satisfying the employees at the organizations. Many researchers have been working in the area of employee satisfaction and HRM practices. However, there is a lack of research in context-specific contexts as HRM is a contextual phenomenon in organizations. Individual HRM practices serve differently in organizations, so it has become significant to research in the Saudi oil and gas sector. The success of the organizations mainly depends upon the employees. If the employees are committed and satisfied, organizations grow quicker, and the primary resource of employee satisfaction is HRM practices (Anwar et al., 2017). HRM practices make the work environment productive and efficient. Then, employees become committed, show a positive attitude towards the job, and provide their best services to the organization (Hossain, 2015). Therefore, HRM practices positively affect employee job satisfaction and performance (Manzoor et al., 2019).

Based on this literature, we have concluded that HRM practices at Saudi oil and gas companies positively correlate with employee satisfaction, ultimately increasing organizational efficiency.

2.5 Impact of HRM practices on employee's satisfaction in the Saudi Gas and oil Industry

A study conducted by Mansoori (2020) revealed that employee turnover is still a significant issue that constantly irritates HRM and organizational behavior. The

study findings suggest that this issue should be addressed to improve the productivity of organizations. The loss of potential employees can hurt the morale of the organization's employees, reducing productivity and lowering the organization at a competitive edge. Retaining the employee to have high skills is one of the challenges nowadays. The study has adopted HRM practices as the key elements for acquiring both individuals and employees' outcome levels. These levels include the organization's commitment, organizational citizenship behavior, corporate organization's financial performance, motivating employees, innovating product and process, and employee turnover.

The research shows that training, performance appraisal, and compensation significantly contribute to positive attitudes in the workplace, behaviors, and performance. These HRM practices are the HRM engagement, strategy, or engagement-driven strategy that suggests that engagement must be integrated with HRM to acquire individual and organizational outcomes, including reducing turnover intention. The study's main objectives include examining the effects of three critical practices of HRM, which provide training, performance appraisal, and pay on the engagement of work and the impact of work engagement on turnover intention. Secondly, it evaluated the arbitrating role of work engagement among HRM practices and the purpose of turnover. This study is concerned with the satisfaction of the employee with organizational practices of HRM. Satisfaction with HRM practices is the employee's perception of the implemented HRM practices and how it affects and influences the organization's performance. This satisfaction thus reflects the positive experience of the employees with HRM. Through training satisfaction, the employee likes the plans set to carry out activities that develop the expertise and skills required to operate the task effectively. The researcher suggests that the employee's satisfaction with the HRM practices is vital. It improves employee outcomes like job satisfaction and user, fiscal performance, and the

organization's commitment. Satisfaction regarding performance appraisal is concerned with the response of the employee to the system of performance appraisal. Assuring that the employees are delighted with the performance appraisal is the practical system's key indicator. Dissatisfaction with the system of performance appraisal leads to negative attitudes failing the course. The two reasons to highlight the essentiality of the employee's satisfaction with performance appraisal are that- the practitioners are interested in satisfying performance appraisal and a link between the employee's reaction and performance appraisal. The study findings have evaluated that with satisfaction in training, performance appraisal, and employee pay, they are highly engaged with their work (Mansoori et al., 2020)

Referring to the study of Mansoori et. al. (2020) it has been evident that several ranking factors affect Abu Dhabi oil and gas industry. According to the researcher, the organization's performance depends on its culture, leadership, job satisfaction, motivation, and employee training. Through a sustainable organizational culture, the employees can work smoothly. The employee should be satisfied with their work which will help the organization retain the employee for an extended period. An organization with a sound environment generally has a low turnover rate as the employees are satisfied with the organizational culture. The factors responsible for satisfying the employee include competitive compensation and high salary, getting support from a supervisor that enhances the employee's performance, a supportive workplace environment, and assurance of job security. It helps increase the employee's level of satisfaction, leading to an increase in the organization's performance level. The effective HRM practices like rewards and recognition are the vital factor that helps to stimulate the employee. The organization should always provide the best rewards and recognition to the employee as it is the appreciation sign of the employee's contribution. The researcher stated that the company's

intrinsic and extrinsic rewards help enhance the employee's expectation and satisfaction, which help improve the organization's performance.

In the study of Jauhar et. al. (2017) it has been evident that reward and transformational leadership style impact the intention to quit the employee of generation Y in the oil and gas industry and reasonable job satisfaction. The oil and gas companies are required to retain talent irrespective of a new employee or experienced employee. It is necessary to concentrate on keeping Generation Y employees by oil and gas by identifying their needs and desires and implementing the policies and procedures accordingly. Millennial generation employee possesses several attitudes towards the satisfaction of the job. This attitude is essential as job satisfaction is valuable for retaining the generation Y employee to stay in the firm. Satisfaction with the job caters to several aspects for these employees since they provide importance to the personal and work-life balance, huge salaries, rewards, and immediate satisfaction. The researcher evaluated that Generation Y provides matter to those leaders who know and are hardworking, determined, and accountable for their actions. It has maximum preferences to influence the transformational leadership style. Therefore, the degree of reward and existence of the transformational leadership style can change Generation Y's behaviors and extend the job's satisfaction, which influences the intention to quit. As per the researcher Generation Y, in general, are technically advanced and eager to develop innovative skills and clinch challenges by evaluating innovative approaches in the organization. Job satisfaction always contributes towards the productivity of the employee, creativity, and commitment in the organization. It is believed that it is the primary factor that is related to the intention to quit. Implementing effective rewards and compensation programs helps increase the level of satisfaction of the job and, in turn, helps retain the employee. Also, transformational leadership can help solve the intention to quit compared to other leadership styles. The researcher

stated that a positive relationship between job satisfaction and transformational leadership could lower leave choices. The researcher states that transformational leadership can solve the intention to quit compared to the other leadership style. This transformational leadership has a positive relationship with job satisfaction that leads to the lesser intention to quit. Job satisfaction has a moderate effect on the negative relation between transformational leadership and intention to leave (Jauhar et al., 2017).

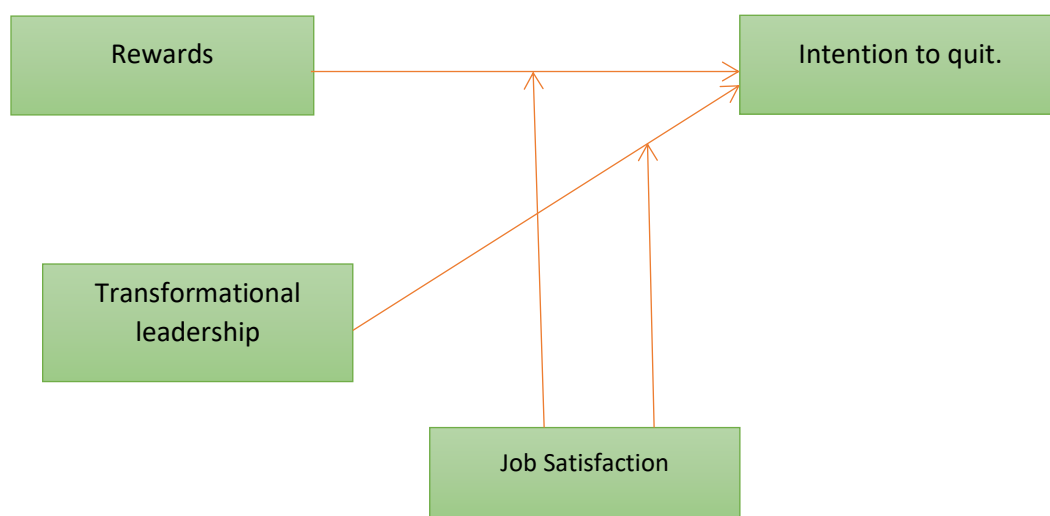


Figure 1 relation between transformational leadership and job satisfaction -Source- Jauhar et al., 2017

Atteya (2012) the study's evidence suggested that the job's performance level can be enhanced through positive impact and fair HRM practices. HRM consists of activities like retaining the employee, empowering them, and motivating. In this study, the practices of HRM are investigated from the context of satisfaction of the job. Recruitment and selection allow the organization to acquire proper human resources aligning with the aims and objectives. Through training programs, the employees can gain knowledge and skills and enhance present activities in the organization. It is believed that training can nullify the effect of factors which is

responsible for employee dissatisfaction. Therefore, the employees should be provided with an extensive program of training in multiple fields.

Moreover, the employee should be rewarded and provide proper incentives to acquire the performance level. Incentives help enhance employee satisfaction that has an immense contribution to the survival and organizational growth. Also, evaluating the performance supports the employee in the proper attitude required while working and their behavior. This process helps to demonstrate the effectiveness of policies of human resources within the organization. Feedback regarding the performance enhances communication among the supervisor and employees. Information sharing on the employee's performance contributes towards the organization's openness and enhances the loyalty and trust towards the company. It leads to the enhancement of motivation as well as cooperation. HRM is a crucial activity in the organization which performs a fundamental function in the organization. Through HRM practices, the organization can gain an advantage at the competitive edge globally and in the local market. It helps in job satisfaction, enhances the organization's success level, and minimizes the employee's intention to quit and the employee's negative attitude. In case the practice of HRM is not sufficient and fair, the employee will have a shortage of commitment and loyalty towards the company. This lack of trust leads to the employee's demoralization. The researcher states that organizational citizenship behavior is the disposition of individuals, fairness perception, commitment towards the organization, and job satisfaction (Atteya, 2012).

Adresi and Darun (2017) study defined that human resource management (HRM) is vital. It becomes a primary challenge for them to manage external turbulence like a change of government policy. Also, they play a crucial role in satisfying or manage their employee. This study focused on strategic human resource management

practice (SHRM), defined as a human resource deployment plan and activities that enable the company to achieve its goals or organizational success. HRM department always tries to increase the quality of HR, which contributes to gain sustainable competitive advantages. SHRM plays a vital role in growing the productivity and efficiency of the company through organizational practices. For example, internal career leaders (ICLs), formal retaining (TR) systems, result in oriented performance appraisal (PAs), employment security (ES), employee voice and participation (EVP), and compensation regarding performance. Internal career leaders provide opportunities for an employee in terms of pay satisfaction and job satisfaction. Because sometimes employees are not satisfied due to a lack of career opportunities, they seek career opportunities continuously. This study defined targeted talent acquisitions as identifying the employee's value, goals, and skills, increasing employee satisfaction. In this context, job security is considered a vital job concept as it brings satisfaction. Besides, compensation enables employees to improve their knowledge, skills, and abilities and enhance their motivation, quality, and retention. The study data collection process was undertaken to gather appropriate data from the selected sample size in Libya's oil and gas company. Descriptive statistical data contributes to understanding the best strategic human resource management practices.

Tlaiss (2013) stated that various organizational factors have an impact on job satisfaction. Job satisfaction is strongly correlated with the actual outcome from a specific job, amount of importance, and value of the job attributes. The research examined that job satisfaction in Lebanon is limited. A considerable number of studies focused on exploring the relationship between employee job satisfaction and their intention to leave their current job. Furthermore, this study also focused on the relationship between job satisfaction and demographic factors such as age or gender. The researcher identified additional elements of the organization that help influence

job satisfaction, salary level, promotion opportunities, and climate management. Impacts on the organizational system on job satisfaction, managerial employees are more satisfied with their job and have many options than their managerial contemporaries. Since it has been identified that there is limited job satisfaction in Lebanon, the study highlights different demographic factors that impact job satisfaction and other organizational elements, and HRM factors. The well-being of employees has a direct impact on job satisfaction with the proper treatment. Satisfaction positively leads to an increase in corporate performance, productivity, and profitability of the organization.

Lebanon's culture and economic factors have currently shaped women's experience at the workplace and in management. Some women's workforces are motivated by liberal culture and a higher level of educational attainment. This study examined women's job satisfaction in Lebanon, and the greater Middle East region is limited. Therefore, various implications suggested a higher need for HR practice within Lebanon that assists women's career development and other ailments in reducing discrimination in the service industry. HR policies are majorly considered in this company to protect people from discrimination. The HR department in Lebanon can be effective through familiarizing themselves, and study findings indicated that all HR policies motivate the women employee in the service industry. In addition, this study recommended that the company focus on compensation packages equally for men and women, making employee satisfaction a central improvement concept (Tlaiss, 2013).

2.6 Saudi Gas and oil companies' approach towards enhancing employee's satisfaction

As per the study of Memon et. al. (2019) it has been examined that there is a significant impact on performance appraisal on work engagement, which impacts

turnover intention. According to the researcher, the employee's satisfaction with performance appraisal is essential to acquire several attitudes and behavioral outcomes like employee motivation, creating behavior, loyalty, and development career. It has been observed the significant importance of performance appraisal in developing positive attitudes. This study contributes towards the relation between performance appraisal, work engagement, and intention of turnover. According to the researcher, individuals with high energy levels seem to be enthusiastic about the work and completely indulge in the activities. The performance appraisal system is concerned with the way of the reaction of an employee to performance appraisal. It measures the satisfaction of the employee with the system of performance appraisal in the organization. Through an effective performance appraisal system, the performers are motivated to maintain the performance level and boost low-level performers to increase their level, assuring sustainability and success. The employee's perception is the critical performance appraisal indicator to enhance employee satisfaction with the appraisal system. A culture of trust among individuals and organizations where the employee believes that they are treated fairly during the appraisal evaluation leads to positive feelings regarding the organization. It can be said that through reasonable perception, the employee's satisfaction can be acquired with performance appraisal and, thus, engagement. Through empirical evidence, it has been found that work engagement is the predictor of the intention of turnover of the employee. The employee has a high engagement level to build high quality and trustable relations with the employer.

Moreover, the engaged employees tend to be more satisfied with the job, feel committed to the organization, and do not intend to leave. Performance appraisal aims to stimulate the workforce, enhance employee performance, and align high performance with reward by allocating compensation, promotion, and bonus scope. The overall positive experience right from the implementation to reward tends to

positively affect employee satisfaction with performance appraisal, increase employee engagement, and reduce turnover intention. The employees' satisfaction with the assessment system generates a positive atmosphere and low turnover intention within the company. This feeling leads to higher employee turnover expectations (Memon et al., 2019).

According to the study by Martono et. al. (2018) on the remuneration reward management system as a driven factor of employee performance, there is a connection between the variables that can intercede the relationship between remuneration and employee's performance. The research also studies the remuneration reward system and its influence on employee performance through proper motivation and job satisfaction as the principle mediation value. All the utilized data in this research was adopted from Universitas Negeri Semarang's permanent employees, amounting to 403 employees. SEM test is conducted in directive to scrutinize the influence of remuneration reward system, motivation, and job satisfaction through direct or indirect performance. The immediate implementation of the remuneration reward system for the last two years in this university is the principal part of a strategy to achieve the set goal, which is also a result of institutional accreditation development. The institutional accreditation development stands for improving the excellent works in high quality, conservation value-based education, study and research, and social development services globally and in the competitive national civilization. The university is committed to developing the university and management practices that work in the entire field by utilizing the better university governance principle, HRM practices, and financial management designing to explore the revenue-generating options to support the university's visions globally class university.

The research results recommended that the integration requirement be done through the HRM practices of rewarding and compensation management systems applied to all the employees working permanently. However, the reward management system is a vital function of the human resource discipline and works as a strategic partner with its management department. Reward system also substantially impacts the organization's ability to catch, retain, and motivate potential employees, resulting in a better performance level. This system is implemented to increase the employee's motivation level to be of high quality and productivity. They will never think of quitting the job, joining another company, establishing a service concerned with behaviors, and prohibiting workplace corruption. Remuneration can be money or salary, fixed allowance, variables, incentives, and other official facilities. In other words, remuneration is the total benefit acknowledged by the employees in return for their effective services towards the company. Rewarding and remuneration are the two most important things that increase job satisfaction and increase the individual's level of performance or employee's group. The study suggests that compensation can be achieved by job satisfaction and rewarding the employees within the organization. Valuation in motivation can be restricted by monitoring the reward management system, improving employee motivation. The above study has several boundaries, like the limited data collection methods and quantitative data processing. However, it can be better if future research can be conducted by merging quantitative and qualitative data collection and getting more principle objectives and results (Martono et al., 2018).

Jahanzeb and Bashir (2013) study on the training and development program and its benefits to employees and organizations. The paper suggests conceptual research of creating employee training and development programs that will benefit and increase employee job satisfaction. First, the document has scrutinized the employee training and development program's principal structure, and later, the study presented the

positive outcome of employee satisfaction and employee training. In all the sectors, the achievement of the organization is terrific to impart to its employees. However, diversifying aspects play a top part, like the organization's need to understand the efficient employee in line with its financial leading and competitiveness.

Consequently, to withstand this treasured human resource, the organization must value the employee's job satisfaction. In some organizations, it is evident that the organization thinks that the employee works effectively for their works' financial profitability. This statement is incorrect as employees value their profession more than the money, and training and development smooth their talent and make more value for the organization. Every organization requires an effective employee who can manage themselves in the constant business environment change and continue their work with the same effect shown on the 1st day of the work. In the modern era, many companies invest in more finance for the employee's training and development to remain competitive in the market, providing better service and product as per the consumer's demand. This training and development process is rapidly growing in every industry to maintain its globally developed market position. It has been evident from some scholars' suggestions that training and development opportunities have an immense effect on employee turnover as it increases the ratio of employee turnover. Organizations trying their best to compete in the global market can achieve these goals by providing updated training and development programs. Employee training programs have several components as an excellent training and development program is the combined season of knowledge, goal setting, and proper career development. These three approaches can be profitable for the company and the organization also. Knowledge and system of information are growing continuously, and those companies are surviving the global competitive market in a better way. For any new task given to the employees and they are not familiar with the work, the organization should provide a suitable training program through the information

and technology system. The study concludes that if there is a systematic training and development program for the employees, the company can acquire profit and remain competitive in the global market. Moreover, an organization should also appraise employee training and development program success and recognize its work to increase job satisfaction (Jahanzeb & Bashir, 2013).

According to the study of Qudah et. al. (2014) the research aimed to evaluate HRM practices' impact on the employee's performance. The researcher investigates that several factors affect recruitment and selection and compensation on the employee's performance. Recruitment and selection are the factors that have an affected-on employee performance. Recruiting and selecting a potential employee for a particular position has a close relation and connection with its development. Several studies have investigated positive relationships between recruitment and selection and the performance of the employee. The researcher stressed that acquiring the best recruitment and selection practices leads to adequate organizational skills quality. Also, the importance of training is considered the complement of selection practices.

The organization's culture and the employee's behavior are aligned with the production of the best outcomes. The HR practices affect employee performance, and HRM products are the mediator factors among HR and its implementation. The result has a positive relationship between recruitment and selection in the context of the employee. HR practices and other related factors like job satisfaction, the organization's commitment, and leadership practices affect the employee's performance in UAE and positively impact the recruitment and selection process on the employee's performance. HRM practices positively link with the employee's performance, and training and selection affect employee performance among the other practices. Compensation is the motivational factor and attracts the employee

to perform their task adequately. When pay is linked with individual performance, employees are likely to enhance their efforts to work hard and increase the individual performance and organization related to improving their overall performance. Therefore, it is essential to earn more compensation and rewards that depend on high performance. Compensation depending on performance is the practices of HR that the company utilized to evaluate and efforts for employee reward. Compensation based on employee performance has a positive impact on the employee and the performance of the employee. There exists a positive relationship between the compensation on the performance of the employee. The researcher stated that compensation plays a crucial role within the organization based on human capital since incentives help attract and retain skilled workers. The compensation plans positively affect the employee's performance if it is linked with innovative practices of work. Such as flexible work design and employee cooperation while working as a team to solve the problems faced and develop the workers' skills by putting them under training programs and employment security. There is the statistical significance of the relation between the compensation and the organization's employee and financial performance (Qudah et al., 2014).

2.7 The contribution of HRM practices on employee satisfaction

The study by AL-Frijawy and Militaru (2018) on the impact of HRM on Oil Companies' competitiveness in Iraq measures human resource management's enactment and the amount of importance and continuation of global dynamic competition. The study aimed to research the impact of human resource management on contrivance competitiveness to increase its productivity and plan its support system capacity to maintain efficiency and regularity throughout behaviors, skills, regulation, training, observation, and directing. The utilization of the term human resource management is very recent as it was named personal management in the

past time. Human resource management's fundamental concern is on the salaries of the employee and human resource management profits. These include all the decisions and practices that directly link the employees and effective work performance to manage the organization's goods and practical works. However, it is evident from the study that Human Resource Management needs to push the company through different kinds of challenges to make them correct and appropriate to encourage the working. Thus, the company approves a proper human resource management practice that best implements its efforts. This adaptation has resulted in the growth of the company and supporting the practice of organizational performance. However, it is essential to notify the influence of human resource management on Iraq's oil companies. Iraq holds the world's fourth-highest oil reserves. The reserve of Iraq crude oil is approximately 153.1 billion barrels. Ensure that it will be assessed to 250 billion barrels in the coming future, and the fund will be amount to 11.8% of the total reserves globally. The methodology used in this study was collecting data from the studies and examine them by utilizing literature review through several surveys, method of random sampling, organizer method, and the journal of the human resource management. All these journals and the study contribute to a discussion on human resource management's fundamental role in the competitive global market. It donates to a debate on principle function of human resource management practices. In recent days, many oil companies are making a change in improving organizational performance better. Human resource management practices should be implemented to enhance the effectiveness and competence level among the employees. The study concludes that human resource management's role regulates the organizational performance and its existing position in the market to achieve a reasonable advantage. The oil companies can earn a competitive advantage by giving the clients a better product value than the other competitors' value to hold the best position in the competitive market. Human

resource management should focus on the objective, strategies, and various advantages and disadvantages of the existing market competitors to maintain the best place.

According to the study by Kabir et. al. (2019) analyzing the influence of workplace environment on job satisfaction of Saudi Arabian Oil and Gas Industry employees was to determine the factors that affect the employees' job satisfaction in the Saudi oil and gas company. The study's principal aim was to explain the primary work environment factor that encourages job satisfaction among the employee in the oil and gas sector of Saudi Arabia. The methodology used in this research is the collection of studies conducted in operational definitions, research design, sampling design, data collection method, data analysis, and measurement scale. The data are obtained by using the SPSS software. Job satisfaction is always connected with the outcome of a positive working environment, enhancing the organization's commitment to the employee having a better level of job satisfaction. However, it is evident from many studies that job satisfaction has some different definition which defines job satisfaction as a pleasurable emotional state causing by the assessment of one's job or the experience of the job. In every industry, the employee's job satisfaction always acts as the principal factor in distressing organizational success in every single sector. The phases of job satisfaction can have several impacts. It leads to a development in the employee's performance. When the employees are satisfied, they are more satisfied and committed to achieving their set deadlines and targets. Job satisfaction also improves the participation of the employee in different projects to improve the work. Secondly, a motivated working environment overlaps the company's directions to achieve the goal and objectives and establish the employees more effectively. Thirdly, the company works to hold the workforce as the company invests heavily in employee training and offers them a chance to

develop their skills in different work areas. The employees' job satisfaction in the oil and gas industry is essential to enhance the organization's profit.

Big companies like the Saudi oil and gas industry cannot focus more on employee turnover. Every turnover shows the lack of company ability to recall and endure the working employees. It harms the reputation of the company, the company's productivity, and the extremity line. This research's main objective is to observe the work environment's principal factors influencing employee job satisfaction. After finishing the study, it has been cleared that factors that motivate the Saudi Arabian Oil and Gas industry's job satisfaction can be developed. The principal factors that increase job satisfaction among the employees are the supervisor's support, job security, and the physical environment. This study also supports different directions and knowledge to the oil industry required for the employee's job satisfaction. The oil and gas industry must adopt these factors to enhance job satisfaction and achieve its objectives (Kabir et al., 2019).

Referring to Goujani et. al. (2019) for analyzing job satisfaction on hostage employee loyalty, Isfahan Province Gas Company examines the effect of job satisfaction on hostage employees. Employee holding is the most vital for the long-term success of the business. It is similar to the segmentation of the customer's market loyalty, and the customers' satisfaction has equal importance. The methodology used in this study is a questioner developed to collect the data from several employees of IPGC, from which 212 employees have been selected for the questioner. This study has been carried out to identify the working groups of the IPGC. The operational employees have been divided into four major groups based on the parameter of the loyalty matrix. The majority of the employees were from the hostage employee category. In Human Resource Management practices, the loyalty of the employees and job satisfaction has their importance.

On the other hand, job satisfaction cannot guarantee an employee's loyalty. The organization observes their working employees and recognizes which employees are satisfied with their job and can be loyal in achieving the company's primary goal. Various researchers have found that employees with high job satisfaction can do more valuable work with high morals, and they will also value the company goal. It will result in more efficiency and more organization effectiveness by more commitments to regulate quality work and development. A satisfied employee of the company will always influence the quality working procedure, reduce the organizational cost, and increase its revenue. As per Robbins et al., 2020, job satisfaction is defined as the employees' general attitude towards their job. In their study, Johanna et al., 2011 claimed that job satisfaction is multi-dimensional. Its primary focus is on the employee's feelings about all the phases and appearances of the job. The employee's job satisfaction can be acquired by positively affecting the working environment to give a better work experience to the employees. Several studies designate that employees' job satisfaction should be worried as it can influence the work-life balance, competitive advantage, customer satisfaction, and organizational working performance (Goujani et al., 2019).

Moreover, employee satisfaction can be predictable as the most important pilot of the employee's quality of service, loyalty, and productivity. Job satisfaction can also be promoted through promotion opportunities, interactions, service compensation, self-management of work procedure, and dealing with the working process and variations in duties. The organization that invests more in developing human resources can have more job satisfaction employees and do more innovative and practical work. The study concludes that job satisfaction does not have a substantial influence on the loyalty of hostage employees. Therefore, the company should recognize several dimensions for job satisfaction among employees as per the

wanted level to transfer the employee from the hostage level to the apostle category (Goujani et al., 2019).

There is an available study conducted by Izadi (2013) on the impact of Human Resource Management on the employee's performance of Oil and Gas industry in Iran, with the aim understands the influence of employee HRM practices performance. A survey is carried out in 2011 between January and July. All the principal data have been randomly selected 20 companies working in Iran's Oil and Gas industry. The companies are selected from the Ministry of Petroleum and Natural Resources director, Government of Iran. The influence of human resource practices o the performance of the business is concerned in the recent past. The overall changing of the present knowledgeable economy's business environment has made human resource management imperative for competitive advantage. Referring to the study of Narimisa and Basri, 2011, the prominent strategic role of HRM has been appropriately recognized.

However, there are enormous realizations of the influence of strategic use of HRM practices in Iran. The companies are setting the pace for leveraging these particular aspects for a competitive advantage. The human resource management practice's fundamental aim is to optimize resources, work effectiveness, and regular improvements of work. It takes time for the organization to encourage and develop the human resource capital, which involves knowledge, motivation, social relationship, abilities, attitudes, and inspiration, making barriers for competitors. Human resource management has been renowned as the strategic tool necessary for the organizations' profitability and sustainability in the present economy. On the other hand, the researcher also studied that human resource management hurts the employee by stress and job-home stumble over the employees. In a study of Sang from Taiwan and Cambodia, the defendants, called managers accomplish that is

called managers, has the workforce planning and staffing that involves compensation and incentives, teamwork, training, and security of employment to give a high revenue directly to the organization. The employee's performance is measured by its quality, efficiency, and perceived performance associated with the productiveness average. The study also notifies the importance of HRM practices in the oil and gas industry to endure a higher performance in changing the business environment and the combined method to structure and implement HRM practices. The organization needs to follow the strategic steps to the HRM practices energetically. It invests in this type of strategic practice to acquire sustainable competitive advantage in perceptible and imperceptible parameters to achieve employee satisfaction in the working environment (Izadi, 2013).

2.8 Influential factors that contribute to employee satisfaction

According to the study by Rony and Suki (2017), human resource plays a critical role in the company's success as it contributes to the organization's productivity. It is also used to promote the image of the company. This study emphasized the motivation of employees for retention. Also, this study noted that with an increasing level of employee satisfaction, there is greater loyalty. The company employees are seen as customers; therefore, the company should always remain aware of their satisfaction and attracting and maintaining them. The company can retain, attract, develop and motivate employees by providing effective job products. This study illustrated that employee satisfaction and customers have a healthy relationship. In this context, an employee plays a crucial role in customers service and achieve customer satisfaction. Employee rewards programs strongly linked employee's motivations that also influence and engage at work in line with productivity. Leadership is the process where multilevel leaders followed communication transpires in a specific way to deliver a purpose and jointly accomplish things

carefully. Leadership is responsible for firm performance and employee performance, which help achieve vision, mission, monitoring the business activities, and give essential support and technical assistance to achieve long-term benefits. Internal communication in an organization makes the change related to the work connected with members of the company. Leadership is the association between leaders and employees and how to perform the transition to achieve a common goal. Internal communication is the company's work function that creates a work-related connection among its people, for example, employee to employee, line manager, and subordinate, to achieve business goals. High job satisfaction depends on internal communication. The members can get information, and the manager listening to any problem and take appropriate action as per the problem to solve rapidly.

Training and development is a beneficial process for employees that increases their knowledge, skills, and attitudes; therefore, they will carry out future jobs. Rewards, internal communication, leadership, and training and development are critical components of the company's effects on employee job satisfaction in the KSA oil and gas company. These study findings assessed the impact of internal marketing (*employee rewards, leadership, internal communication and training, and development*) on the employee's job satisfaction, illustrated through the below conceptual model. This study concludes that these different factors strongly align with employees' or motivation factors in the oil and gas company. This study has verified new insights into the concept of the subject. The extrinsic reward is the visible reward that is provided to the individual to acquire something. They generally have monetary value like salary, bonus, recognition, and award (Rony & Suki, 2017).

In this study, mixed research approaches are used because both qualitative and quantitative data have been collected from the target population in oil and gas

companies based on demographic and functional designation through phone calls and personal meet up.

A study by Al-ali et. al. (2019) intended to measure job happiness that affects employee performance, job satisfaction, and turnover intentions. Job satisfaction and job performance are intensely involved with each other. The study stated that an organization committed to making its employees happy and satisfied could help boost their performance. Also, this study provides a relationship between job satisfaction and turnover intention. Although job satisfaction and turnover intention are negatively related, low job satisfaction helps increase turnover intention; therefore, the company faces a massive amount of absenteeism. Besides, employees' psychological well-being or happiness connected with job performance can reduce the number of leave of absences and provide loyal behavior. Happiness is a positive feeling of an employee at the workplace in which they feel proud of themselves, resulting in improving performance within the organization. Hence, the organization should focus on developing and increasing happiness among employees' characteristics to enhance performance. In this context, happy employees understand the organization's goals and objectives and provide specific behaviors to achieve a tangible result and psychological domain. This study defined that currently, the modern organization emphasizes the well-being of their employees to increase productivity. Job satisfaction represents both negative and positive feelings in the workplace and is highly involved with employee behavior. Job satisfaction strongly depends on such factors as pay, level of income, promotion, relationship with co-workers, job condition, communications, personal development, security, and working environment. Psychological and mental well-being or happiness plays a crucial role in job satisfaction and employee performance, reducing turnover.

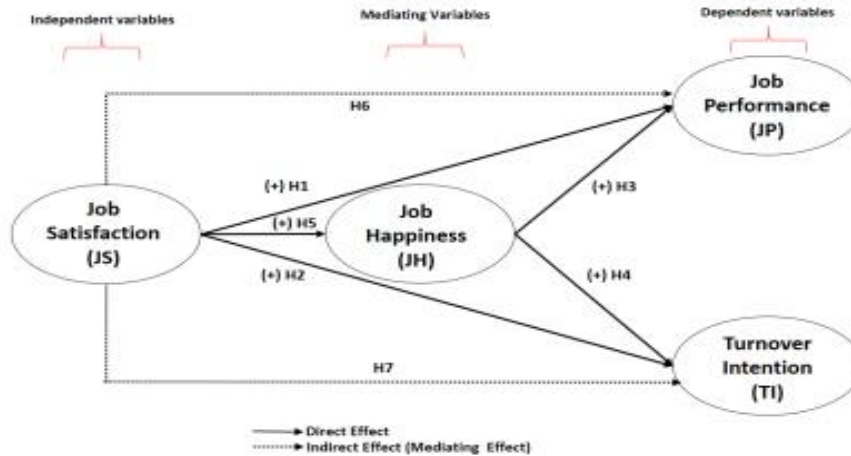


Figure 2 Relation between Job performance and turnover intention with job satisfaction Source- Al-Ali et al. (2019)

This study aims to analyze the relationship between the various factors that affect the profitability of the oil and gas industry in the United Arab Emirates. Also, this study adopted a structural equation modeling (SEM) approach for analyzing the moment structures version. This study examined that job satisfaction significantly impacts job performance, thus completing the business task in stipulated time and gaining an effective reasonable outcome. It is also analyzed that job satisfaction positively affects job performance linked to a higher salary. In an organizational context, the organization needs to increase organizational effectiveness. This study result reveals that job satisfaction has positively influenced employees to increase their performance and reduce turnover intention. Therefore, job happiness plays a significant role in the oil and gas industry to improve performance and bring satisfaction (Al-Ali et al., 2019).

Shurbagi's and Zahari's (2014) primary aim is to investigate the effects of organizational commitment and the mediation relationship between job satisfaction and organizational culture. National oil corporation (NOC) was established in 1970 as the oil and gas industry and many smaller subsidiaries. The author in this study defined that job satisfaction of employees is a common phenomenon for several decades. The researcher examined that satisfaction is positive feelings of employees

that are expanded from the workplace. According to the study, some factors include the influence of satisfaction based on intrinsic and extrinsic factors. Intrinsic factors include achievement, recognition, work itself, responsibilities, growth, advance and extrinsic factors include the company's policies, supervision, relationship with others, working environment, peers, and salary compensation. Organizational culture has become the typical concept for past decades that helps solve any workplace problems. The researcher identified different organizational culture types such as Hierarchy culture, market culture, clan culture, and Adhocracy culture. Initially, organizational commitment is a popular concept of job satisfaction strongly related to a positive relationship between workers and the company. Various authors define organizational commitment with unique definitions and the attachment of individuals. Also, organizational commitment is strongly aligned with the organization's level of involvement and characterized by at least three factors: a strong belief in adapting the company's goals and value; willingness is considerable effort on behalf of the company. In this study, three components of commitment include job satisfaction, such as the psychological stage defined as a characteristic of the company's employment relationship and implications to decide and membership. Commitment often refers to an employee's emotional attachment involved in the organization. The organization always depends on the ability of employees that are required to satisfy their needs at work. This study also suggested that attachment with the organization is categorized into different segments, such as personal characteristics, job characteristics, work experiences, and structural characteristics. However, this study investigates the relationship between other variables like organizational culture, commitment, and job satisfaction.

Organizational commitment considerably influences the relationship between job satisfaction and organizational culture in Libya's oil and gas industry. The researcher used job satisfaction data (JSS) to identify factors of job satisfaction. The

organizational culture assessment instrument (OCAI) has defined by the competitive value framework. Also, the OCAI data was used to obtained insight into organizational culture based on cultural assessment instruments. This study used descriptive and inferential statistical methods with mean, standard division, percentage, correlation confidence, linear and multiple regressions. In addition, this study investigated the relationship between different variables, such as organizational culture and commitment effects on job satisfaction. This study also examined five job satisfaction factors: supervision satisfaction, benefits satisfaction, rewards satisfaction, operation procedures related to satisfaction, and co-workers' satisfaction (Shurbagi & Zahari, 2014).

According to Lim et. al. (2017), employee turnover is prevalent in contemporary business organizations. Employee turnover implies the proportion of employees leaving the organization based on the employment contract. The turnover intention has been categorized as voluntary or involuntary and functional or dysfunctional. Involuntary turnover means when the organization dismisses their employees due to performance issues, voluntary turnover is initiated by employees due to better carrier opportunities. Besides, leadership is a common phenomenon of the people, and the people leave the job due to a lack of leadership role in the organization today. Good leadership contributes to improving organizational effectiveness and performance. It is also a critical management tool as a work leader that helps gain a more significant outcome for the organization.

Lack of leadership negatively leads to employee turnover. Transformational leadership is one leadership style strongly aligned with the employee's inspiration and motivation to achieve higher performance. Transformational leaders are always responsible for sharing the vision of the organization and stay committed to an employee. Also, they care for employees' well-being and provide coaching and

mentoring to the employee so that they can acquire organizational goals. Transformational leadership has a positive relationship between leaders' effectiveness, organizational commitment, job satisfaction and a negative association with turnover intention. Otherwise, organizational commitment is a desirable element in employee behavior that has growing attention in human resource management. Besides, organizational commitment contributes positively to achieving an organizational outcome by increasing performance, productivity, minimizing turnover intention, improving quality, and bringing job satisfaction. Different mindset programs are connected to each commitment component, such as desire mindset, perceived cost mindset, and obligations mindset. Each of these commitment components is directly involved in increasing performance, absenteeism, and turnover. This study emphasizes the factors of job satisfaction that strongly depend on employee's well-being at work. Job satisfaction is best described as a positive and negative attitude towards their job surrounding the work environment and relationship with co-workers. This study selected a sample size of 100 employees for data collection. These study findings suggested that transformational leadership directly impacts employee turnover intention and influences employees to reduce turnover intention by mediating job satisfaction and organizational commitment. Turnover directly is involved with employee dissatisfaction with the job as well as organizational commitment. Hence, transformational leadership will result in better job satisfaction, increase commitment, and reduce employee turnover. The company's management team can improve the program and activities to build confidence and trust to enhance transformational leadership. This study recommended that the company improve transformation leadership to pay all the high job satisfaction and higher organizational commitment. This study also defined that pay and promotion are critical elements of job satisfaction that management should provide to prioritize

action of improvement. Other hand compensation and benefits package is significant factors that help to retain employees. Open communication of the managers and others results in to increase in employee's awareness. In this context, performance appraisal must be carried out by the managers of the company. Continuous feedback and performance improvement process contribute to gain a higher level of employee's job satisfaction (Lim e. al., 2017).

2.9 Understanding key points and future recommendations

The study of Lim et. al. (2017) also recommended that the company focus on developing the employee's knowledge and skills to improve the organization's performance. In the case of Alhanshi et. al. (2015), knowledge is the heart of today's economy and the main competitive benefits. Therefore, employee development and its related programs and methods are essential for any organization, positively impacting the company since individuals' skills should effectively fit the company culture, environment, employee skills, and characteristics. Though, today new technology knowledge methods are essential for individuals. Technological skills are related to email and other messaging software, sharing sites, and intelligent applications that an employee must carry out the job. Therefore, the company should provide an effective training program to increase these skills and knowledge, help them carry out the job, and bring future job satisfaction.

Strategic compensation

Regarding the core compensation, there exist seven types of core compensation where the elements of base pay are listed below-

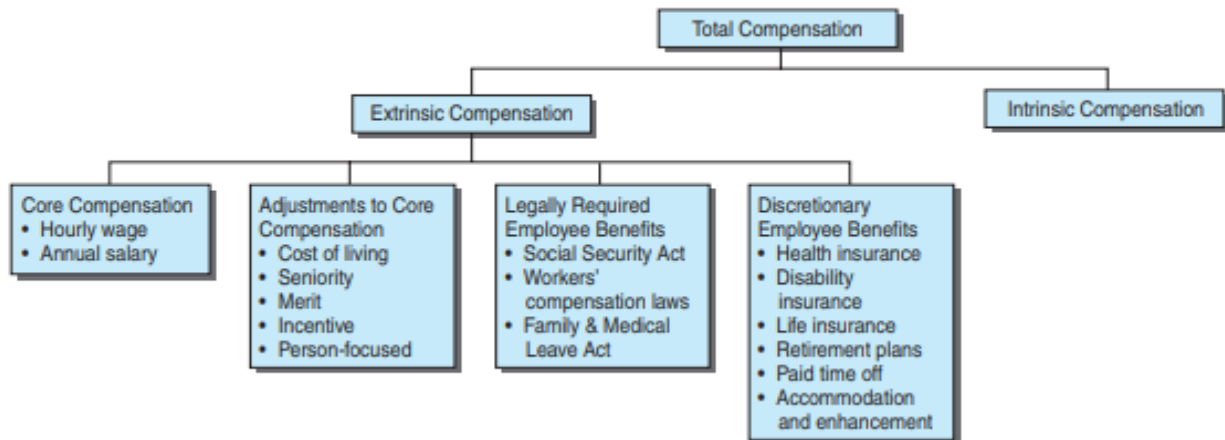


Figure 3 Types of compensation Source- Alhanshi et al. (2015)

The base pay includes hourly pay and annual salary, and this base pay is adjusted with time by adjusting the cost of living, seniority pay, merit pay, incentive pay, and person-focused pay. The payment of employees is on an hourly basis they worked. The organization provides the salary on an annual basis. According to the Fair Labor Standards Act, a criterion is being established to determine whether the employees should be paid hourly or through salary. In 2012, the average rate in a week was \$818, and yearly, it was \$42,536 depending on 40-hour work per week. Courts use four compensation factors to analyze whether jobs are the same as the Equal Pay Act of 1963. The benefit of the employee includes nonmonetary rewards. This benefit contains several programs which provide paid time off, services for employees, and programs for protection. The organization offers various benefits based on discretion which is known as discretionary benefits. Also, the government needs employers to provide certain benefits to the employees. Several forces tend to rise of legal and discretionary benefits to the employee, which includes-

Discretionary benefits- This benefit comes under the categories of program protection, paid time off, and services. This protection program benefits the family, promotes health, and guides against the loss in income.

Legal benefits- These benefits provide social insurance that aims to neutralize the family's well-being on the individual. Furthermore, this program helps retirees to manage their level of income.

Roles of employees align with the competitive strategies.

Common wisdom and experience state that HR individuals should decide which employee role is instrumental in attaining competition strategies. Knowledge regarding the functions should allow HR individuals to implement HR tactics that encourage their roles. The compensation individual is accountable for designing and implementing the tactics of compensation that elicit consistent employee roles. For the lowest cost strategy, the primary purpose is to reduce the cost of output per employee. The employee's desired position is to attain a low-cost strategy, which includes repetitive and predicted behavior, which primarily focuses on individual activity and is highly concerned with quality output. The employee's critical role in differentiation strategies includes high creative behavior, cooperative behavior, and higher risk-taking. Compared with the low-cost strategy, successful attainment of different strategies depending on the employee's creativity, openness to novel work approaches, and willingness to risk-taking (Alhanshi et al., 2015).

From the study of Lim et al. (2017), below can be recommended-

Compensation and recruitment and selection

The candidates prefer to work for specific companies for several reasons, including opportunities to develop their careers, training, reputation, and location. The organization can stimulate the candidates by communicating positive characteristics

of the compensation and employee benefit program. The company practices the compensation program to recruit the best candidates. They can also offer inducements as a bonus signed for one time to induce highly skilled candidates (Lim e. al., 2017).

From the study of Memon et. al. (2019) regarding **Compensation and performance appraisal**, it can be recommended that-

Proper performance appraisal is an integral part of an effective merit pay program. For the merit pay program's success, employees must understand that the acquirement of standards quality leads to paying the raises. Therefore, the job requirement should be realistic, and employees should prepare to acquire job goals in terms of skills and capacities. Moreover, the employee should possess strong relation among attaining the performance standards receiving the increased pay. Therefore, the merit pay system needs particular approaches for performance appraisal. Administering a successful program for merit pay is based on performance appraisal practices as it compensates for an individual's skills in designing and implementing the plans.

Companies nowadays rely on a **360-degree performance appraisal** method to minimize the cost of recruitment and hire new employees. In addition, this method aids the company in developing more understanding of the current employee's performance by judging the input from several sources (Memon et. al., 2019).

From the study of Al-Qudah et. al. (2014), it can be recommended that the critical incident technique be followed to identify the employee's performance. **The crucial incident technique** needs incumbents of job and supervisor to determine the performance incidents like the job's behavior and outcomes that distinguish successful performance from unsuccessful. Then the supervisor observes the employee and records the performance on critical aspects of the job.

Management by objectives is the effective performance appraisal technique. The supervisor and employees analyze the employee's goals to acquire during the rating period and appraise employees regarding how they achieve the objectives. It is generally used for professionals and managerial employees and typically measures employees' progress towards strategic planning goals (Al-Qudah et al., 2014).

Comparison system

The comparison system measures the performance of the employee against another employee. The employees are accordingly ranked from the best performer to the lowest performer. In simple ways, the supervisor ranks every employee and establishes a performance hierarchy, like an employee who has the best performance acquires a high rank. Employees might rate the overall performance of several traits (Al-Qudah et al., 2014).

As per the study of Al Mansoori et al., 2020, regarding **Compensation and training**, it can be recommended that-

According to the study of Martono et al., 2018, it can be recommended that a plan for pay-for-knowledge can be implemented. A successful strategy for pay-for-knowledge is based on the organization's ability to develop and implement systematic training programs. When training is appropriately designed, the employees will learn the essential skills required to enhance the pay and skills necessary to teach the employee who has soft skills and knowledge. Companies implement pay-for-knowledge, which helps to increase the amount of job training. The system for pay-for-knowledge provides necessary training. The companies should adopt the pay-for-knowledge system to assure that every employee has equal opportunities to get the required training to achieve a high level of skills.

From the study of Narimisa et. al., (2011), the following can be recommended so that Compensation can achieve market competitiveness.

A market-competitive pay system plays a crucial role in attracting and retaining highly qualified employees. Therefore, the compensation experts build market-competitive compensation systems depending on the results obtained from market studies and compensation surveys.

The **stakeholders** involved in the compensation system include- employees, line managers, executives, unions, and the government.

Advantages of person-focused pay programs to the employees

Firstly, the person-focused program provides the employees with enrichment of the job and security of the job. Secondly, this program makes the workers more flexible and offers more job security to the employees. This plan leads to enhancing the employee's commitment and motivation and improves the employee's satisfaction. It leads to the improvement of invariance of skills and autonomy.

Besides, from the study of Robbins et. al., (2020), it is being recommended that the workplace environment impacts the job satisfaction of employees in the Saudi Arabian oil and gas industry.

Market influence

Employment laws that influence compensation tactics

Some various laws and regulations are mandatory for maintaining the power of employers and employees. As a result, the relationship of employment is regulated in some fundamental ways. However, Congress has passed several employment laws on believes that employees are not equal to the employer's side.

The federal Constitution has formed the basic employment laws such as Article I, Section 8, First Amendment, Fifth Amendment, and Fourteenth Amendment, Section 1, which tells the employers and the employee's different rights during employment. The US government is planned at three levels defined by the geographic opportunity: Federal, State, and Local. A federal government is responsible for the entire US. Its regulations affect every state and local jurisdiction.

Income Continuity, safety, and work hours

Three factors give a direction to the income continuity, safety, and legislation for work hours. During the early era when the Great Depression occurred in 1930, many employees lost their jobs and became unemployed. The government approached several fundamental legislations designs to steady the employees income who has lost their jobs. However, the Social Security Act of 1935 supports part-time income for employees who have lost their jobs without their fault. Workers Compensation programs have also allowed a payment to the employees who cannot do any work because of physical injuries. The Fair Labor Standard Act of 1938 talks about three main issues: minimum wages, overtime pay, and child labor provisions. For the employee's proper job satisfaction, the company should organize compensable working activities. The company should provide a waiting time to the employee, an on-call time, rest and meal periods, sleeping time, training development programs, etc., specific travel time.

Pay Discrimination

The 1960 Civil Rights movement has given a direction to the passage of crucial legislation designed to protect the designated classes of employees and implement their rights when they face discrimination. The “act of civil right” of 1964 and the Equal Pay Act of 1963 limit the employers' decisions on the employee's employment. The Equal Pay Act of 1963 is centered on the principle that every

employee, whether male or female, young or old, should be paid equally based on their work. Discrimination should not be on the pay scale of the company.

The pay structure for the employee's job satisfaction

Pay structures allocate diverse pay rates for the different types of jobs and offer a framework for understanding the employee's contribution. Every employee cannot participate equally within the company workforce, and every employee does not have the same quality and capability of carrying out the work. Companies understand the difference by paying the individual employees based on their work carried out for the organization, relevant knowledge, and job performance. The building of the pay structure is based on four specific steps:

Deciding on the number of pay structures- Sometimes, the company develops more than one depending on the market rate and job structure. For example, a mutual pay structure includes exempt and non-exempt structures, a pay structure grounded on the families, and a pay structure grounded on geography.

By determining the pay line of the existing market, the market pay line is the characteristic of the typical market pay scale compared to the company pay scale. However, the pay rates under the market pay line signify competitive pay rates grounded on its collection of a related labor market. These rates encourage internal reliability because this develops the value of the job in front of the employees.

Defines the pay grade: Pay grades group jobs for the pay policy applications. The Human Resource managers classically assemble jobs into pay grades grounded on similar commendable factors and value. However, no effective formula regulates sufficiently similar content and value to permit grouping jobs into a paid positions.

Calculating the pay ranges for every pay grade- pay ranges are structured upon the pay grades, and these grades demarcate the several dimensions of the paying

structure. Pay ranges include midpoint, maximum and minimum rates. The minimum and maximum values signify the satisfactory lower and upper pay limits for the jobs within the particular pay grades.

Appraises the results- after the recompense professional creates the pay structure as explained in the explained steps to value the outcomes. However, If any discrepancies are noticed, the company must re-examine their inside value on jobs.

Training and Certification

The positive employee-focused program depends on the companies' capability to develop and use a successful training method. A perfect training program signifies a key venue for continuous learning. These training programs are implemented because the employees need to adopt new alternative skills regularly, due to which a proper training program becomes a constant process. When the company structure the training process in a better way to make the employees learn the process of increasing their earnings by developing their advanced skills and teaching their skills to the employees below their level. A company's clear job description helps in understanding the required training program required for the employee. A proper systematic process for making sure the suitable training method with each skill lumps. It is also mandatory for the company to decide that the training program will be set up outside the workplace or outsourcing. This particular situation is determined by following some criteria, which are underpinned below-

i) **Expertise-** a particular training program for the employees requires the expertise of that field. Employees generally turn in internal resources if they can draw on the existing expertise. In the company, culture employees desire to learn from the internal company expertise and adopt skills from them.

ii) **Timelines**- if there is a limited time, the company decides to tell the service from the outsider because the internal expertise does not have the required time to give their knowledge and make them adequately trained with a limited time. For the product-specific training, the company decides to have the internal expertise, and the employer principles and procedures oversee this kind of training.

iii) **Size of the employee population to be trained**- the company decides to acquire internal expertise training for a massive group of employees. If there is a significant demand for training, then the training program is likely to be provided more than once, resulting in the economic scale.

iv) **The sensitive or proprietary nature of the subject matter** is defined as the training required to meet the employees' competitive advantage. The training area should not be exposed to the outside world unless it is necessary to maintain the internal office environment.

v) **Certificate and recertification**- certificate ensures that the employees have acquired the required skills necessary for the organization. However, if the employees do not have the needed talent or abilities, they prohibit skill-based recompense spending. Moreover, the Certification method may include a sample of work, written tests, and oral questioners.

Various researchers identified that incentive pay is an essential factor for employee job satisfaction. Incentive pays, or variable pay rewards employees, are assigned, ultimately attaining pre-determined work objectives. Incentive pay is defined as compensation like wages salaries according to employee attainment of some standard, such as pre-established formula, individual goals, or company earning. Sound incentive systems are majorly concerned with three assumptions,

- Individual employees and teamwork are critical concepts regarding how much they contribute to the company and how they perform it well.
- The company's overall performance strongly depends on a wide range of individuals and groups' performance.
- To attract, retain and motivate the talent and remain fair to all the employees, the company must provide effective rewards for their employees in line with an increase in their performance.

As per Izadi (2013), it can be recommended that incentive pay can be applied as one-time payments that the employee receives for providing exemplary performance. A company must give its employees incentive pay award based on their performance. This can be done by maintaining a set of five performance criteria. It also encourages employees to improve their productivity. Employees can get compensation based on a fixed salary pay rate or annual salary. Annual salary is strongly aligned with such factors as seniority and past performance. The company should use incentive pay to provide a reward to an individual's employment or team employee based on their overall performance. Individual's incentive plan is essential when they do not make unhealthy competition within the workers, leading to low-performance quality. The individual incentive plan is to reward employees who increase work-related performance and standard for quality, productivity, customer satisfaction, and safety. Use of the company's comprehensive incentive plans in the company's profits sharing programs because employee dissatisfaction is based on low pay; therefore, the workers need to provide standard wages while earning substantial profits. Besides, company incentive plans include rewards employees when they need to achieve a minimum performance normal level. The company should follow the standard incentive plan to motivate the employees to work more challenging to enhance its profits and value. Designing incentive pay plan should conduct by an

HR professional and line manager of the company where should consider five key factors such as,

- The plan must be based on a group or individual's performance.
- The level of employee's risk will be willing to accept in their overall compensation packages.
- Incentives should replace or complement traditional pay.

Flexibility

Change the business environment and personal favorites for flexibility to manage non-work demands among the contingent workers and use flexible work schedules. This study looks at further compensation issues for contingent workers and demonstrates compensating contingent workers. The company's human resource and compensation professionals encounter various challenges to accommodate both core and contingent workers. The company can hire temporary workers for reasons, such as providing employers with opportunities to take legitimate needs to create a new position. Today, many companies offer employees a flexible schedule to help them balance work and fulfill family demands. Flexible work schedule practice is practically applied for both core employees and contingent employees. A flexible work schedule often refers to the employee managing their work schedules specified by employers or managers. A flexible schedule includes in the performance appraisal process to motivate the employee in high performance of work. Employers need to get three possible benefits of using a flexible schedule at work. Flexible time leads to reduce tardiness and absenteeism rate in the company. Better scheduling of work leads to higher productivity of labor. Therefore, the employee can choose how to complete work rapidly during the day. Generally, a flexible work schedule provides benefits for employers to create longer business time and better service. Flexible working schedules strongly linked between employee well-being programs help

them balance personal life and professional life. Flexible working time generally converts into 40 hours of work per week, 30 hours a second week, and 50 hours a third week to overtime paid for long hour worked during the third week. Initially, the flexible work schedule significantly impacts an employee's paid time off benefits. The researcher also investigated that many companies benefit from paid sick leave and vacation day benefits when they work many hours every month. Flexible work schedules should promote a differentiation strategy because flexible work schedules enable employees to function physically or mentally ill. Second, it allows the employees to work with some distractions and worries about personal matters. The third reason is that flexible work schedules allow the employees to attend to a personal issue that is strongly required.

Challenges faced by compensation professionals.

Today compensation and benefits program is a very challenging concept in the global comparative business market. Therefore, compensation professionals could conduct the compensation process with adequate knowledge to make more compensation decisions appropriate for achieving the company's relative benefit. Economic recession often refers to a general slowdown in economic features that includes reducing gross domestic product (GDP) and rapidly increasing the unemployment rate. Underemployment rate relates to employees who work full-time and part-time for financial reasons. Underemployment workers have to lower future earnings because they do not provide training to part-time workers. Productivity growth refers to a rising living standard and increases productivity through investments capital to procure equipment and information technology to undertake effective business decisions. Compensation firmly wrapped behind labor productivity in non-farm business sectors. The employee expects payment, and therefore, benefits should be provided to motivate employees to carry out the job as

soon as possible. In this context, reward and other motivational theories are applicable in a company context, including employee's benefits systems to complete the job efficiently in stipulated time. HR professionals use the data collection process to gather information from employees' demographics, expected in life change. Employee benefit is vital to the company to attain a positive return on investment in the benefits program.

From the study of Kabir et. al. (2019), it has been seen that today's business globalization majorly requires that the companies send expatriates workers to establish and operate satellite plants and offices. Every company advised investing in the development of essential human resource (HR) practices. An HR professional must identify innovative selection criteria strongly associated with a flourishing international benchmark in this context. Training is another HR key function that helps the expatriate workers to understand the cultural value, mainly foreign countries. Some companies set release time from work to take a foreign language course at local colleges or universities. Initially, the use of international assignment is an essential issue considered by the companies located in countries worldwide. Also, most urban companies are always trying to integrate international programs between talent management programs. The KSA companies must have the necessary knowledge and procedures to perform their duties effectively. They also have to retain the skills needed to communicate with their subordinates effectively. It is the critical factor of the job in each industry for a job that must be good. A job analysis program is an essential method for collecting data, interviews, observation, and participation. The HR manager can conduct a job analysis method. Another hand, job evaluation is a method of techniques based on market data to determine job differences. Many companies prefer to choose market base evaluation methods because they need to assign a job pay rate, which may be low or high as per the market.

2.10 Literature gap

At the time of gathering the secondary data by identifying and reviewing the research and the prior studies carried out in KSA emphasizing the contribution of HRM on employee satisfaction in the oil and gas industry, it has been found that there is a literature gap. There are several aspects of the scarcity of relevant resources which emphasize the problem area. Several papers and information have been gathered, reflecting various sectors where HRM contributes towards employee satisfaction, but relevant information related to the oil and gas industry is lacking.

Chapter Three

Methods and procedures

3.1 Preface

Any research project aims to create an innovative framework that will add value to the overall research process. Moreover, it is done in such a profound phenomenon that can generate ideas for resolving the current global market challenges for the oil and gas industries, ensuring a higher job satisfaction rate contributing to comparative advantage among the archrivals.

3.2 Introduction

Understanding the importance of HRM in the oil and gas industry will help you develop strategies that will improve the satisfaction of your employees. Saudi Aramco is one of the giant companies that employ a vast number of employees, which requires them to managing efficiently to ensure desired productivity output, guaranteeing a higher level of employee satisfaction. Therefore, the HRM department has undertaken innovative practices that should understand the importance of employees' satisfaction, which significantly impacts job commitment and employee loyalty. Consequently, this chapter has critically emphasized the desired methodological consideration regarding the research strategy, approaches, tools, and techniques to reveal the specific facts based on the identified research area. Furthermore, in-depth justifications have been provided regarding selecting the tools and techniques and satisfying the study's desired outcome, meeting its objectives (Mira et al., 2019).

3.3 Research Design

The concept of mixed research design has been acknowledged as it allows the study to identify the various factors that contribute to employee satisfaction. This method

also allows the participants to collect and analyze qualitative and quantitative data (Memon et al., 2020). This design's primary purpose is to permit complete and synergistic data usage instead of separating the quantitative data from the qualitative data collection and analysis. This method is popular as a research methodology is continuously developing, and this research is one step forward, which uses the effectiveness of both qualitative and quantitative methods (Kaur, 2015). This research design is used to validate the findings by using qualitative and quantitative data sources, qualitative data to investigate the quantitative results, developing the instrument of a data collection process, and utilizing qualitative data to expand quantitative and community-based outcomes stakeholders are involved. Different types of mixed methods design include explanatory, exploratory, parallel, and embedded design (Shorten, 2017). The advantages of mixed methods are as follows-

- It helps in understanding inconsistency among the results and findings of quantitative data.
- It provides a voice to study participants and ensures that findings are according to the participants' experience.
- This method provides greater flexibility and has elastic properties for several study designs.
- It collects rich as well as comprehensive data.

The limitations of this study are-

- It enhances the complexity while conducting the plan.
- It depends on multidisciplinary researcher teams.
- It needs enormous resources, as well as time (Shorten, 2017).

The collected data for quantitative analysis has been significantly helpful to validate the research findings in line with developed research questions and objectives. The

enhanced data are analyzed to provide insight into the investigated area using the deductive reasoning process. The deductive reasoning process helps draw the conclusion depending on the premises, which are generally considered valid. It uses a logical assumption to acquire a logical conclusion. It is reliable as it helps to identify the false conclusion. For such purposes, the positivism research philosophy has been considered. The data collection process tool has been used to collect the desired participants' data to collect quantitative data.

On the contrary, the inductive reasoning method has been considered for collecting the semi-structured interview data that is qualitative data from the selected managers of different HRM departments in the organizations. Inductive reasoning helps in creating a hypothesis instead of applying it in various scenarios. With the help of this reasoning, the accuracy of the findings is probable and all-time correct. The employees' perceptions of both perspectives as employee's satisfaction level are profoundly collected with the organization's managerial direction. Thus, the selection of such a design ensures the identified research problem has been addressed successfully. The findings have been obtained in line with research objectives. Furthermore, the exploratory mixed design method has been the best suitable approach as per the nature of these research areas. Thus, it has been selected considering the data collection process, interview, and secondary literary study to develop in-depth knowledge through innovative frameworks to formulate and accomplish its succinct findings (Tlaiss & Elamin, 2016).

3.4 Research Strategy

The research strategy is a step-by-step plan that guides the researcher through the entire research process. It coordinates all the various methods and procedures utilized in the study. The qualitative research strategy was followed the quantitative approach. The researcher uses multiple qualitative research methods, but here in this

study, semi-structured interviews are used to collect qualitative data. The semi-structured interview is guiding a clear set of instructions for an interview can be collect qualitative data. This type of interview allows the researchers to develop a strong understanding of the research topic through developing meaningful semi-structured questions. Many researchers prefer to utilize this type of interview method because its questions are prepared ahead of time. Besides, the interviewer remains to be prepared and appear competent during this interview.

This study aims to collect quantitative data on the individuals affected by the coronavirus pandemic through video conferences. This study used a mixed research design because the researcher collected primary and secondary data to gather information from a relevant source critically.

The research strategy is essential for the researcher because that is useful for the research project as a starting point until getting result in everything as per the project. Successfully combining qualitative and quantitative methods requires a plan to analyze findings or answers, relying on asking the right questions to help achieve research goals (Shakespeare, 2021). The research can adopt various approaches to carry out the study and achieve the desired outcome statistically. Data collection and analysis methods have been completed through research approaches, which indicated that several data collection processes improve the study topic's knowledge. Primary and secondary data collection and interpretivism research philosophies were chosen to follow the research framework to achieve the desired result (Kettinger et al., 1997).

In this study context, a critically selected mixed research strategy for this study has been collected. The data collection method is strongly involved with the quantitative data collection process. On the other hand, semi-structured interview methods are critically involved in collecting qualitative data. Primary and secondary data

collection methods combined with mixed research design to identify characteristics, frequencies, trends, and categories in demographic segments. Proper assessment of these strategies measures human resource management practices on employee satisfaction in oil and gas companies and how HRM practices were conducted during recruitment and selection, training and development, compensation, and rewards systems.

3.5 Research Approach

The research approach is a strategy that aims to formulate a plan for the collection, analysis, and interpretation of data. It is based on the chosen research philosophy. The research approach is critically divided into two different categories, such as data collection and data analysis (Terrell, 2012). In data collection, the researcher has used a mixed research approach because this study has been collected and analyzed both qualitative and quantitative data to gather timely information based on describing research phenomena. The data collection approach was divided into two parts such as the qualitative approach and the quantitative approach.

The quantitative research approach quantifies the targeted population's behavior, opinion, attitude, and other variables. It also helps to ensure the relationship between independent and dependent variables in the population. The quantitative research approach can be limited to pursue concrete statistical relationships, leading to the researcher avoiding broader themes and relationships. Quantitative research helps to carefully develop hypotheses and model purposes for collecting and analyzing data. The quantitative research approach is based on statistics more credible or scientific than others like observational, qualitative. The deductive research approach used quantitative data. It enables researchers to analyze reason from generic to specific. This approach helps the researcher to analyze causes from generic to particular

(Terrell, 2012). In this context, a qualitative approach has been used to measure HRM practice's effectiveness on employee satisfaction in the oil and gas industry.

The qualitative research approach is a market research approach that focuses on gathering data by open-ended and conversational communication. The qualitative research approach emphasizes the methods used to collect or analyze qualitative data. The inductive approach is generally used to collect qualitative information and detail reading of secondary details of data. Therefore, qualitative data are widely used to the understanding phenomenon and focused on testing hypotheses. The deductive approach enables the researcher to hypothesize an idea using different theories to achieve the research aim. The researcher's purpose has critically adopted this approach to achieve the desired outcome of the research. In data analysis, the research approach has been divided into two different parts: deductive and inductive. Through the inductive method, only qualitative data are analyzed. The inductive approach is flexible for a researcher. It never follows any pre-determined information. Its critique argued that the inductive research approach would incorrectly conclude if observations were incorrect (David, 2021).

On the other hand, quantitative data used a deductive research approach. Deductive research focused on testing hypotheses. It would argue that that does not encourage divergent thinking. It also may limit the scope of creativity. Other hand inductive approach drives explanation from gathered data. The deductive approach aims to explore new theories moving from specific observation to broader generalization. Although, for mixed data analysis, both deductive and inductive methods are used. The mixed research approach used to conduct research strongly aligns with collecting, analyzing, and integrating qualitative and quantitative data (Long, 2014). This approach is adopted to provide a good understanding of the actual research problem.

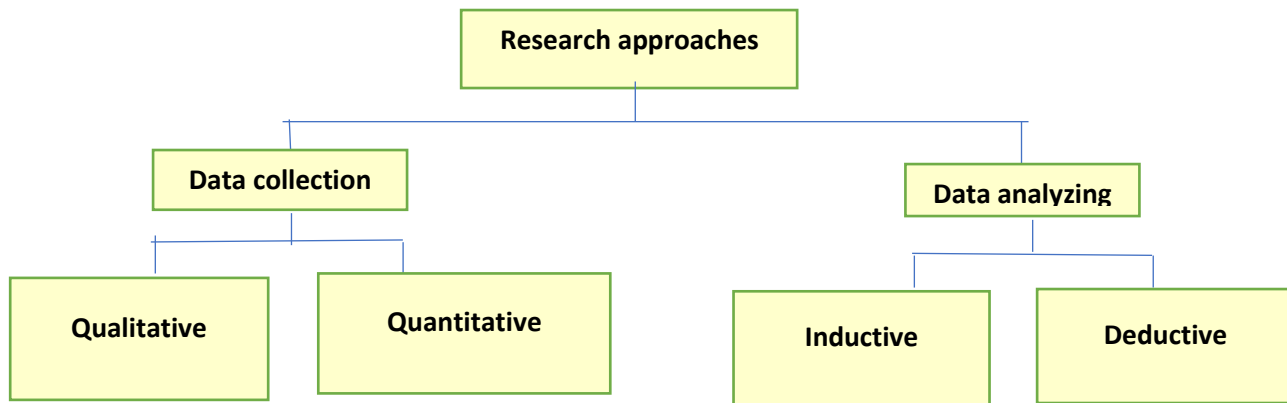


Figure 4 Components of the research approach. Source- project guru.in, 2021

3.6 Research Philosophy

Primary research philosophy is a framework that enables researchers to collect and analyze large amounts of data. It is usually focused on exploring and studying various aspects of scientific inquiry. As per the interpretive perspective, the researcher needs to appreciate differences as a social actor. It usually focuses on the meaning and might employ several methods to reflect various issues (ŽUkauskas, 2018). Adopting this research philosophy provides an area to study in-depth regarding qualitative research like ethical issues, factors affecting leadership, and many more. The weakness includes its nature of subjective, which provides more significant bias on the researcher's context. Research philosophy focuses on the research study's knowledge and character and helps the researcher understand the research topic in detail. Also, research philosophy is predominately adopted to assist the researchers in formulating research approaches and ensuring reliable consumption to develop an overall research framework as per the research design and strategy to achieve desired results (Onwuegbuzie & Leech, 2005). The researcher has adopted an interpretivism research philosophy wholly associated with research and helps conduct various research study elements to measure the

relationship between HRM practices and employee satisfaction. Also, identify different factors that majorly lead to employee satisfaction in the oil and gas industry, such as requirement and selection, training and development, and even rewards and benefits. However, improvements of interpretivism research philosophy majorly depend on assessing the researcher's social context and interest. This research philosophy focused on reliable data collection approaches such as semi-structured interviews and data collection, highlighting a particular research problem virtually examined in-depth and in detail. The advantages of the semi-structured interview include a massive amount of more established, flexible and sensitive, reliable, and easy to determine. This interview's disadvantages include causes and effect cannot be inferred, flexibility might lower the reliability, and open-ended questions are challenging to understand (Duke & Mallette, 2011). This study phenomenon is a critical element to select basic research philosophy to help acknowledge the research problem.

3.7 Research tools

The researcher has carried out various workshops, interviews, and seminars in order to collect data on numerous aspects of the oil and gas industry in Saudi Arabia. Data was enriched through the joint venture committees. They have conducted many seminars and workshops that affectively helped exchange valuable experiences of members and from different famous companies in the oil and gas field such as Saudi Aramco, Sadara Co, Ma'aden Co., and Baker Hughes Co. Therefore, this study has been actively shared and discussed through these assignments and events. As a result, it enhanced a wide range of views and feedback regarding human resources practices and their contribution to employee satisfaction. The project included various meetings and discussions with different groups to enable the participants to understand the paper's main ideas and their application. This study was mainly

welcomed when it was addressed through these seminars and JVs' workshops. Most members showed an interest in interacting, responding, discussing, and sharing their own experiences to the aspects of this study. As a result, they have provided valuable thoughts and feedback. These members were a mix of different age, gender, years of experience, and from variant job positions, which their contribution have added valuable information that enriches this study.

Various tools and techniques are used in the research process to collect and analyze data. The researcher must carefully consider the various aspects of the study to ensure that the results are achieved. The research tool is called research instruments widely used for data collection, analysis, and interpretation to gather exact information as per the researcher's requirement (McCusker & Gunaydin, 2015). A researcher can provide an interview to a participant. This type of interview allows the interviewer to ask the participant various questions to gather the necessary information. (Gaille, 2021). During this time-consuming response and conduct open-ended interviews, there are higher vast resources necessary. During this interview period, the interviewers were adequately trained to be able to conduct this process correctly. The data collection process is a fundamental research instrument consisting of important research questions to collect or gather data and information from the target population. The involved questions are two types: close-ended questions and open-ended questions based on their ability to elaborate on their thoughts. Data collection methods can create a new strategy and offer actionable data. There is no time limit and widely used mail, online, or email surveys (Bhat, 2021).

3.8 Pilot study

The pilot study is a small-scale study that evaluates the feasibility of conducting a research study on specific subjects. It is usually carried out to identify the necessary

steps for a successful research project. Resources that may arise while conducting the main study are assessed and Management- where the problems with data management and team members are involved in the study (Cadete, 2018). This study is applied for both qualitative and quantitative research and saves the time of researchers. The pilot study imposes value on the study. The pilot study components include the selection and sample size, where the research data represents the target population. Identify the criteria- while collecting samples, assure that the whole process is practical. Through statistical data analysis, evaluation, and data entry, carry out a trial to examine if the data's analysis is preferable. Pilot study advantages include saving a tremendous amount of time and money, explaining the instructions, identifying the independent variable's level, and making few mistakes in the study (The Advantages and Disadvantages About the Pilot Study, 2011). A pilot study is typically conducted through video conference to study an issue or a topic. This study aims to study the impact that the coronavirus pandemic has on the petroleum industry. This study has been used to predict the sample size for the full-scale project and enhance several aspects of the study's design. It also helps in managing the problem related to data and the team involved in the study.

3.9 Data collection process

Data collection is an integral part of a research study. It is typically carried out in two different ways: primary and secondary. Since this study, both secondary and primary data have been collected, so adopted a mixed research strategy and approach. Primary data is first-hand data collected directly from populations. Secondary data is second-hand gathered from various articles and journals via Google and internet websites. In the primary data collection process, the researchers can personally assure that the primary data acquires the quality standard, availability, power of statistics, and sampling required for specific research questions. Every step

has detailed planning and is coordinated among the researcher of the team. The strength of utilizing primary data is that researchers collect the data for a particular purpose in the research study (Amaratunga et al., 2002).

Secondary data, as compared to primary data, tends to be more reliable and inexpensive to collect. The pros of the secondary data collection process are that the number of data is available. The process involves collecting secondary data guided by experts and professionals that might not be available to conduct little research. The cons of the secondary data collection process are that the data might not answer the researcher's particular question or might contain specific information that the researcher would like to have. Also, the researcher analyst is unknown regarding collecting the data and how it is performed (Primary data and secondary data, 2015).

For this study, the researcher used a mixed research strategy to gather information about the strong relationship between HRM practice and employee satisfaction and identify various factors that strongly lead to satisfaction within the oil and Gas Company. Qualitative and quantitative data are part of the primary data collection method based on this study's research approach.

Quantitative data- Quantitative data is one type of primary data that can measure, calculate, and count numerical values. The researcher statistically collects this kind of data to identify quantifiable information related to the particular research topic. Qualitative data are divided into two types mainly. These are nominal and ordinal data. The nominal data categorizes categorical variables that do not provide quantitative value, and ordinal data is that type of qualitative data where the variables have natural, ordered categories. The distance between the categories is unknown. The qualitative data are collected through the open-ended and closed-ended (Blog, 2019). This data has been used through statistical and mathematical techniques to identify any quantifiable information from 271 respondents.

Selected participants strongly associated with oil and gas companies influenced their response (Johnson and Onwuegbuzie, 2004). This type of data is vital for research to predict different respondents' perceptions in the demographic segment.

Qualitative data- qualitative data are defined as data critically collected based on observation and record. This type of data is non-numeric because those data cannot count and measures. Qualitative data are divided into two types mainly. These are nominal and ordinal data. The nominal data categorizes categorical variables that do not provide quantitative value, and ordinal data is that type of qualitative data where the variables have natural, ordered categories. The distance between the categories is unknown. The qualitative data are collected through the open-ended and closed-ended (Blog, 2019). In addition, semi-structured interview methods collect this study from the selected population, for example, ten managers involved in the human resource department in the oil and gas industry. This data provides qualitative information regarding the research topic. Also, this data helps to ensure that how to conduct different factors to bring employee satisfaction (Guercini, 2014).

3.10 Statistical methods

This paper presents the quantitative data analysis of the investigated problem. The statistical analysis helps formulate the formulated goals and objectives and identify the various factors and variables that influence the research results. In this study, the descriptive statistical analysis would be carried out for each variable. Consequently, correlations and regression analysis were carried out to ensure an adequate understanding of the variables' existing significance (Hodkinson & Macleod, 2010). Further, the hypothesis testing has been carried out understanding regression analysis considering the ANOVA model fit and summary with coefficient results to provide authenticate and valid statements based on the results output. The ANOVA technique's importance is desired to compare more than two populations, like

comparing the yields of crops from the varieties of seeds or comparing the students of five different universities and many more. In this kind of situation, one generally does not want to reflect all possible combinations of two populations simultaneously, which require a significant number of tests before the researcher concludes. The basic fundamental principle of ANOVA is to test for equality among all populations by inspecting the quantity of variation within each sample, qualified to the amount of difference between the samples. However, while implementing ANOVA, the researcher assumes that each sample is drawn from a normal population, and all population variances are equal. There are two ANOVA techniques which are explained below:

One-way ANOVA techniques are utilized to regulate any statistically substantial differences between three or more independent groups' resources. This technique is used to test the null hypothesis. The formula for testing the null hypothesis is $H_0: \mu_1 = \mu_2 = \mu_3 = \dots = \mu_k$

In this formula, μ stands for group mean, and k stands for the number of groups. However, the one-way ANOVA returns a statistically significant result where the researcher accepts the alternatives hypothesis, meaning at least two groups are statistically suggestively different (One-way ANOVA, 2018).

Two-Way ANOVA- the two-way ANOVA is used to evaluate how the mean of the quantitative variable changes as per the different levels of the two categorical variables. Two-way ANOVA is used when the researcher wants to know how two independent variables affect a dependent variable after combination. For example, the researcher can use two-way ANOVA to collect data on a quantitative dependent variable at different levels of two categorical independent variables (Bevans, 2021).

3.11 Reliability and validity

To successfully carry out the research study, it is essential to evaluate the reliability and validity of research and data collection processes. The study's high value indicated a strong relationship between the items on the test. Another hand, the lower value showed a weaker association between test items. Validity and reliability are two different elements essential to improving knowledge, skills, and the Data collection process. Reliability is paramount to the ability to use instruments' purpose for measures consistently; on the other hand, validity is primarily affected by predicting what is intended to measure. Reliability is evaluated by comparing several versions of the identical measurement. Validity is hard to assess but can be assessed by comparing the results to other relevant data. The results' reliability and validity depend on creating a string design for research, choosing a suitable method and samples, and conducting the investigation carefully and consistently. The approach to estimate reliability and validity is generally split into several types. The types of reliability are:

Test-retest: which determines the data consistency.

Interrater: the consistency measured across observers.

Internal consistency- the consistency measured itself.

The types of validity are-

Construct- the adherence to measuring the theory and knowledge that exist.

Content- the extent to measure the overall concept.

Criterion- the extent to measure the result corresponding to other valid measures (Bevans, 2021).

To determine reliability and validity, the researcher had used Cronbach's alpha coefficient (Christ, 2014). This tool helps the researcher during data collection and has been considered to examine internal consistency. It is also crucial to measure the reliability and validity of research processes and techniques that needed to be ensured by this tool by high-quality tests (Tavakol & Dennick, 2011). Cronbach's alpha coefficient is computed by comparing the score for every scale item with a total score for every observation and then comparing that with the variance of the item's score. Cronbach's alpha test measured the reliability of multiple-questions Likert scale is checked (Moran, 2021). As per the thumb rule, Cronbach's alpha with 7.0 and above is sound, 0.80 and above is better, and 0.90 and above is best. There are few limitations: scores with a low number of aligned items tend to have low reliability, and sample size can enhance better results (Moran, 2021).

The reliability testing has been carried out using the Cochran Alpha coefficient, which has been shown below-

Case Processing Summary			
		N	%
Cases	Valid	271	100
	Excluded ^a	0	.0
	Total	271	100
a. Listwise deletion based on all variables in the procedure.			

Table 1 Case processing summary

Reliability Statistics	
Cronbach's Alpha	N of Items
.978	40

Table 2 Reliability Statistics

ANOVA with Cochran's Test						
		Sum of Squares	df	Mean Square	Cochran's Q	Sig
Between People		7220.059	270	26.741		
Within People	Between Items	234.512	36	6.514	378.172	.000
	Residual	5815.380	9720	.598		
	Total	6049.892	9756	.620		
Total		13269.951	10026	1.324		
Grand Mean = 3.491						

Table 3 ANOVA with Cochran's Test

From the above tables, it has been evidenced that the total number of valid cases taken into consideration is 271, which represents the total number of respondents who participated in the data collection process. The Cochran alpha value is 0.978, which is very close to 1; thus, the total number of Items is 40 as the demographic questions were not part of the reliability testing. It can be stated that higher reliability is present for the data collection process and data sets. ANOVA with Cochran test shows 0.000 significance which indicators the higher validity of the study. On the contrary, the pilot study was tested on 30 individuals, which showcases a higher level of ease regarding validity and reliability.

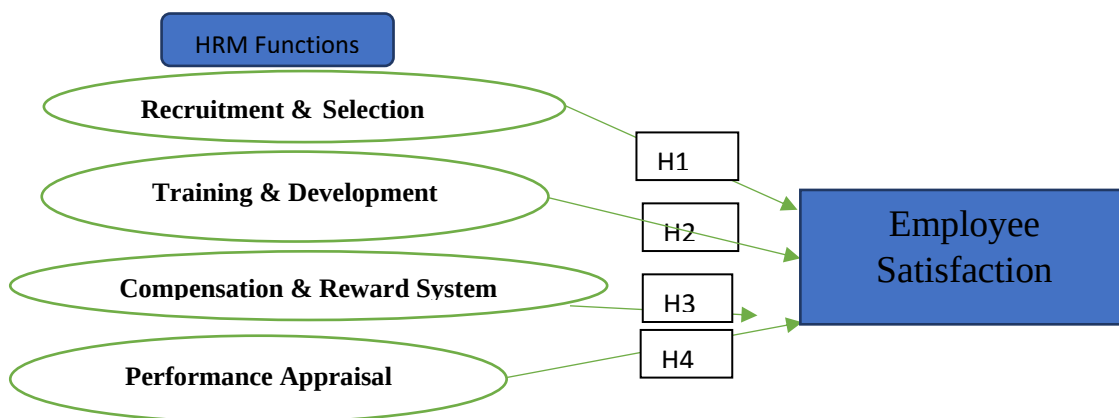


Figure 5 Framework of employee satisfaction

3.12 Research Model

The research model shows different HRM practices for supporting job satisfaction among the employees. Job satisfaction is the worker's feeling and perception regarding the work and how they will feel satisfied. It also indicates the employee's negative and positive feelings towards the organization and how they can improve their productivity.

The several functions of the HRM practices are depicted on the model, such as recruitment and selection, training and development, compensation and rewards, and performance appraisals, which play a crucial role in increasing employee job satisfaction and enhancing the organization's productivity.

Training and development- The researcher has stated that employee training has an immensely positive impact on the employee's job satisfaction. The company and the employees can give their best performance by training and sharing the training's learning.

Compensation and rewards- compensation and rewards are the best suitable way to increase employee motivation to give the best working performance. Moreover, a perfect reward system of the organization also enhances job satisfaction among the employees, and the employee's commitment towards the organization also boosts up.

Performance Appraisal- Performance appraisal has the power to offer various benefits to the employees. When an employee receives an appraisal from the company, they understood their position inside the organization, which is very useful in motivating the employees if they have any weakness in doing the job.

Recruitment and selection- effective recruitment and selection of the employees, help fulfill the job requirements and ensure the organization's commitment will also

be the same. A fair recruitment and selection process to select the best innovative talent helps increase job satisfaction without disturbing its obligations.

3.13 Hypothesis development

The hypothesis testing is not the results but the beginning of the future analysis. The hypothesis test evaluates the two equally select statements about a population to regulate which view is best supported by the sample data. When we say that the outcome is statistically significant, this is because of the hypothesis test. The hypothesis test's central role is when the example means in the context of all probable samples, while pretentious that the null hypothesis is true (Chetty, 2021).

However, statisticians have built a test of the hypothesis, which can be confidential as Parametric and Non-parametric tests. The parametric test assumes the specific properties of the parent population from where the researcher draws the sample. On the other hand, the non-parametric test only takes ordinal data, where the parametric test requires the measurement corresponding to a ratio scale (Chetty, 2021).

Hypothesis 1

(H₀): There is **NO** significant relationship between the recruitment and selection of HRM functions and employee satisfaction.

(H₁): A significant relationship exists within the recruitment and selection of HRM functions with employee satisfaction.

Hypothesis 2

(H₀): There is **NO** significant relationship between the training and development of HRM functions and employee satisfaction.

(H₁): A significant relationship exists within the training and development of HRM functions with employee satisfaction.

Hypothesis 3

(H₀): There is **NO** significant relationship between the compensation and reward of HRM functions with employee satisfaction.

(H₁): A significant relationship exists between the compensation and reward of HRM functions with employee satisfaction.

Hypothesis 4

(H₀): There is **NO** significant relationship between HRM functions' performance appraisal process with employee satisfaction.

(H₁): There is a significant relationship between HRM functions' performance appraisal process with employee satisfaction.

3.14 Ethical consideration

The researcher has to ensure that the human rights issues they study do not endanger the project. Also, authorized ethics forms were to be used to communicate and establish acquiescence with ethical norms. Only the research study highlighted all ethical standards used in the data collection process. There are several vital points of ethical consideration in conducting the research, which is elaborated below:

Gives the study's detailed plan-the study's plan should avoid any disputes and meet the desired acceptability. At the same time, the questions regarding ethical procedure should also be determined. Moreover, the researcher should make sure the welfare and self-respect of the subjects.

Safeguarding the collected information- researcher should collect the replies from the relevant participants related to the study. Moreover, the researcher should follow the disciplinary standards and applies to protect the responses of the subjects.

The researcher has a responsibility to take good care of their subjects during their research. However, they should not assume that the information that they obtain is advantageous for them. Maintaining proper privacy and confidentiality is the

researcher's duty to maintain the respondents' adequate confidentiality related to the research. The researcher should safeguard the respondent's privacy so that their reply will not be disclosed to others (Chetty, 2021).

As per this ethical consideration, the respondents can provide their information in signed form based on voluntary perception. Also, autonomy was provided to gather certain information from participants (Wassenaar & Mamotte, 2012). Besides, the researcher is responsible for keeping the confidentiality agreement of the respondent's credentials in line with the ethical code of conduct.

Chapter Four

Data Analysis

4.1 Introduction

This chapter critically analyzed the data and findings of the study conducted on various topics related to the study. It highlighted the different results and their importance in formulating the research objectives. The discussions have been conducted transparently to provide a balanced and realistic picture of the findings and recommendations. It can also help the organization identify areas of improvement and implement them in their existing practices. This chapter tackles the various phases of statistical testing, including hypothesis testing, correlation testing, and statistical evaluation. It aims to provide a comprehensive overview of the findings and the different conclusions that were analyzed.

Demographic Analysis

N=271		Frequency	Percent
Gender	Female	48	17.7
	Male	223	82.3
Age group	24 and less than 34	195	72.0
	34 and less than 45	48	17.7
	45 and above	14	5.2
	Less than 24	14	5.2
Qualification	Bachelor	182	67.2
	Diploma	29	10.7
	High school	11	4.1
	Master or Higher	49	18.1
Your Job Family/ Position	Assistant	63	23.2
	Employee/Professional	126	46.5
Experience	Manager	34	12.5
	Supervisor	48	17.7
	Ten up to 15 years	37	13.7
	15 up to 20 years	13	4.8
	20 years and above	17	6.3
	Five up to 10 years	80	29.5

	Less than five years	124	45.8
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Analysis

From the above table, it has been evidenced that among the total respondents of N=271, most of them, such as 223, were male, and the rest 48 were female; therefore, male and female were 82.3% and 17.7%. Of the individuals participating in the data majority of 195, about 72% were under 24 and less than 34. On the contrary, 48 (17.7%) have 34 years and less than 45 years, 14 were 45 and above, constituting about 5.2%, and the rest less than 24 were also 14 constituting 5.2% of the total participants. As per the qualifications are concerned, 182 of them were having bachelor's degrees consisting of 67.2%, and 29 of them were having diplomas constituting 10.7%, High school qualifications for 11 respondents, i.e., 4.1% and rest 49 respondents 18.1% were having a master's or higher level of degree among the participants. In the case of the job positions of the participants, it has been found that most of the respondents were employed or professional 126 of them (46.5%), 63 of them (23.2%) were assistants, 34 of them (12.5%) were managers and rest 48 of them (17.7%) were supervisors. In terms of the participant's experience, most have less than five years of experience, such as 124, constituting 45.8%. Eighty of them were 5 to 10 years of experience such as 29.5%, 17 of them were 20 years and above experienced such as 6.3%, 15 to 20 years' experience having 13 individuals constituting of 4.8% and rest 10 to 15 years of experience having 37 individuals comprising 13.7%.

4.2 Quantitative analysis

4.2.1 Descriptive statistics

Effectiveness and Fairness related variables impacting employee's satisfaction (N=271)	Mean	Std. Deviation
1. Your company attracts qualified employees.	3.668	1.0889
2. Your company utilizes variant recruitment channels.	3.738	1.0442
3. It utilizes social media besides regular recruitment channels to attract a wide range of applicants.	3.369	1.2429
4. Your company's recruitment channels are representing an attractive work environment.	3.513	1.1283
5. Its recruitment channels are effectively updated.	3.395	1.1718
6. It applies a recruitment referral system (To enable current employees to recommend candidates for valid vacancies).	3.229	1.1892
7. It applies a fair selecting process.	3.513	1.1250
8. Your company retains high-quality employees.	3.649	1.1765
9. Your company is concerned about the quality of training and development.	3.738	1.1327
10. It provides effective induction and orientation to new employees.	3.690	1.1221
11. It adopts practical training & career development system that enhances employees' performance.	3.576	1.1092
12. Your company plans well for training & development programs.	3.465	1.1665
13. Your company provides fair training opportunities to all employees.	3.325	1.1854
14. It uses advanced technology in Training Programs.	3.690	1.0434
15. Your company uses new approaches for training programs.	3.679	1.0454
16. It enhances workshops teamwork seminars.	3.513	1.0949
17. Your company provides employees with sufficient satisfying benefits.	3.450	1.1849
18. Your company implements satisfying non-monetary compensation.	3.332	1.1452
19. It provides benefits that compare favorably in the same market field.	3.336	1.0996
20. Reward system in your company is attractive for new candidates.	3.590	1.1475
21. The compensation varies based on employees' performance.	3.716	1.0940
22. Your company uses a fair incentive System.	3.299	1.1624
23. The company's compensation system is reviewed periodically.	3.166	1.2817
24. Your company's Rewards System has a competitive advantage that enhances retaining employees.	3.328	1.2015
25. Your company has a professional appraisal system.	3.542	1.1373

26. It considers employees' accountability towards their work.	3.723	1.0332
27. Your company handles employees' complaints correctly.	3.395	1.2513
28. It provides periodical performance feedback to its employees to enhance overall annual performance.	3.498	1.1607
29. Its evaluation system is fair.	3.373	1.1569
30. The company's performance appraisal system supports employees' development.	3.498	1.1446
31. The company has realistic expectations about employees' outputs.	3.554	1.0869
32. It applies comprehensive evaluation practices such as 360, etc.	3.413	1.0848
33. In your company, there are real opportunities for career development.	3.568	1.0827
34. Employee feels that the company cares about them.	3.266	1.1400
37. Employees feel that they have job security in your company.	3.487	1.2167
38. Salary scales are structured fairly comparing to employees' overall qualifications in your company.	3.369	1.2005
39. Employees feel that they have a significant role in the company.	3.517	1.1315
40. Employees feel that the company empowers them.	3.561	1.1045
Valid N (listwise)		

Table 4 Descriptive statistics

Analysis

The Mean of employee's effectiveness and fairness towards the employee's level of satisfaction is 3.668 with a standard deviation of 1.0889 have been achieved as there is a higher level of agreement among the employees to attract qualified employees. The company has a wide range of recruitment channels in that statement Mean=3.73 and std to carry out the recruitment and selection programs. A standard Deviation of 1.044 has been achieved, indicating a higher level of agreement among the respondents. The companies effectively fulfill the social media platform during the recruitment and selection process, as the mean= 3.36 and Std. deviation 1.242 suggests a higher level of agreement among the employees. In terms of providing an attractive working environment for the employees, the companies have done exceptionally well since their gathered responses are mean= 3.51 and std. deviation 1.12 indicating a positive perspective. On the contrary, the recruitment channel's improvement with positive feedback from the respondents regarding the up-

gradation is needed for the effective recruitment process. The mean is 3.39 and std. deviation of 1.17. However, the company's referrals system for the employees has been effective with a mean of 3.22 and std. deviation 1.18 indicating positive feedback achieved from the respondents regarding this system process. Most importantly, it is significantly important for the company to ensure effective recruitment and selection policy that is inclined towards the fair and transparent process present within the companies as conveyed by the respondents and mean of 3.51 and std. deviation of 1.12. It has been observed that the companies are critically emphasizing retaining high-quality employees and are also highly concerned about providing quality training and development programs across different organizational functions such as men of 3.64 and std. deviation 1.17, mean of 3.73, and std. deviation 1.13 indicating higher agreeable responses from the respondents. On the contrary, effective induction and orientation and effective career development opportunities are provided to the employees for 3.69 std. deviation 1.22 and mean of 3.57 and std. deviation 1.10 has been achieved, indicating higher agreeable responses from the respondents. In terms of providing well training and development programs and fair training opportunities, the responses have a Mean of 3.46 and 3.32 and Std. deviation of 1.16 and 1.18, indicating higher agreeable responses. In using effective technological applications and new approaches and conducting workshops, the mean and std. deviation achieved are mean=3.69, std. deviation=1.04, mean=3.67, std. deviation=1.04, mean=3.51, std. deviation=1.09 indicated a higher level of positive responses from the respondents concerning those factors impacting employees' performance. In satisfying benefits to the employees, non-monetary compensation and favorable benefits are mean=3.45, std. deviation=1.18, mean=3.33, std. deviation=1.14, mean=3.33, std. deviation 1.09, indicating a higher level of agreement among the respondents regarding the companies above factors. For the reward system, level of compensation, fair incentive system, and review of

the compensation system, the outputs are mean=3.59, std. deviation=1.14, mean=3.71, std. deviation=1.09, mean=3.29, std. deviation=1.16, mean=3.16, std. deviation=1.28, which indicates a positive response from the respondents, and they are delighted with the process. Regarding the rewards system competitive advantage, professional appraisal system, employee's accountability at their workplace, and handling employee complaints, the outputs are mean=3.32, std. deviation=1.20, mean=3.54, std. deviation=1.13, mean=3.72, std. deviation=1.03, mean=3.39, std. deviation=1.25 is indicating the higher agreeable responses from the respondents. Thus, the companies are following such systems processes effectively to achieve higher employee satisfaction as they have significantly understood the need for such transparent approaches. In terms of providing periodical performance feedback to the employees, having a fair evaluation system, the performance system supports the employee's development. It has realistic expectations of the company towards the employees. The outputs are mean=3.49, std. deviation=1.16, mean= 3.37, std. deviation=1.15, mean=3.49, std. deviation=1.14, mean=3.55, std. deviation=1.08 indicates a higher level of agreement among the respondents regarding those statements. It can be stated that the companies have an effective performance appraisal system that supports employee development. In applying the evaluation practices, real career development opportunities, the company's care towards their employees, and job security, the outputs are mean=3.41, std. deviation=1.08, mean=3.56, std. deviation=1.08, mean=3.26, std. deviation=1.14, mean=3.48, std. deviation=1.21, indicating very higher agreeable responses from the respondents. An intron is a good sign for employees who are committed to maintaining a high level of satisfaction. This means they are satisfied with their job security and care for their development, with a Mean of 3.36 and Std. deviation=1.20, mean=3.51, std. deviation=1.13 is indicating a higher level of agreement among the respondents. Thus, they are satisfied with the approaches,

strategies, and opportunities provided to them, which helps them achieve employee satisfaction.

4.2.2 Correlations analysis

Correlations

			2. Your company utilizes variant recruitment channels.	4. Your company's recruitment channels are representing an attractive work environment.	7. It applies a fair selecting process.	9. Your company is concerned about the quality of training and development.	16. It enhances workshops teamwork seminars.	20. Reward system in your company is attractive for new candidates.	37. Employees feel that they have job security in your company.
Spearman's rho	2. Your company utilizes variant recruitment channels.	Correlation Coefficient	1.000	.534**	.478**	.452**	.393**	.444**	.379**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000
		N	271	271	271	271	271	271	271
	4. Your company's recruitment channels are representing an attractive work environment.	Correlation Coefficient	.534**	1.000	.555**	.469**	.471**	.470**	.466**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000
		N	271	271	271	271	271	271	271
	7. It applies a fair selecting process.	Correlation Coefficient	.478**	.555**	1.000	.643**	.530**	.483**	.612**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000
		N	271	271	271	271	271	271	271
	9. Your company is concerned about the quality of training and development.	Correlation Coefficient	.452**	.469**	.643**	1.000	.630**	.537**	.626**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000
		N	271	271	271	271	271	271	271

16. It enhances workshops teamwork seminars.	Correlation Coefficient	.393**	.471**	.530**	.630**	1.000	.516**	.581**
	Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000
	N	271	271	271	271	271	271	271
20. Reward system in your company is attractive for new candidates.	Correlation Coefficient	.444**	.470**	.483**	.537**	.516**	1.000	.577**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000
	N	271	271	271	271	271	271	271
37. Employees feel that they have job security in your company.	Correlation Coefficient	.379**	.466**	.612**	.626**	.581**	.577**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.
	N	271	271	271	271	271	271	271

** . Correlation is significant at a 1% level of (2-tailed).

Table 5 Correlations table (I)

The correlation analysis shows that the correlation analysis variables are strongly correlated since the Spearman rho has tested significantly at .000. These variables are recruitment channels, fair selection process, quality of training and development, workshops, teamwork seminars, attractive rewards system, and job security.

Correlations							
8. Your company retains high-quality employees.	5. Its recruitment channels are effectively updated.	11. It adopts practical training & career development system that enhances employees' performance.	17. Your company provides employees with sufficient satisfying benefits.	22. Your company uses a fair incentive System.	34. Employee feels that the company cares about them.	39. Employees feel that they have a significant role in the company.	

Spearman's rho	8. Your company retains high-quality employees.	Correlation Coefficient	1.000	.517**	.633**	.455**	.527**	.569**	.605**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000	.000
		N	271	271	271	271	271	271	271
	5. Its recruitment channels are effectively updated.	Correlation Coefficient	.517**	1.000	.561**	.443**	.482**	.479**	.497**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000	.000
		N	271	271	271	271	271	271	271
	11. It adopts practical training & career development system that enhances employees' performance.	Correlation Coefficient	.633**	.561**	1.000	.572**	.564**	.615**	.599**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000	.000
		N	271	271	271	271	271	271	271
	17. Your company provides employees with sufficient satisfying benefits.	Correlation Coefficient	.455**	.443**	.572**	1.000	.704**	.617**	.535**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000	.000
		N	271	271	271	271	271	271	271
	22. Your company uses a fair incentive System.	Correlation Coefficient	.527**	.482**	.564**	.704**	1.000	.663**	.618**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000	.000
		N	271	271	271	271	271	271	271
	34. The employee feels that the company cares about them.	Correlation Coefficient	.569**	.479**	.615**	.617**	.663**	1.000	.625**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.	.000
		N	271	271	271	271	271	271	271
	39. Employees	Correlation Coefficient	.605**	.497**	.599**	.535**	.618**	.625**	1.000

	feel that they have a significant role in the company.	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.
		N	271	271	271	271	271	271	271
**. Correlation is significant at a 1% level of (2-tailed).									

Table 6 Correlations table (II)

It has been evident from the correlation analysis that variables such as: retaining high-quality employees, recruitment channels effectiveness, practical training and development programs, sufficient satisfying benefits, fair incentive System, company care, and employees positive feelings about their job role are strongly correlated with each other as the Spearman rho has been considered which displays coefficient significance .000.

Correlations								
			2. Your company utilizes variant recruitment fulfill.	3. It utilizes social media besides regular recruitment fulfill to attract a wide range of applicants.	6. It applies a recruitment referral system (To enable current employees to recommended candidates for valid vacancies)	10. It provides effective induction and orientation to new employees	1. Your company attracts qualified employees	12. Your company plans well for training & development programs.
Spearman's rho	2. Your company utilizes variant recruitment channels.	Correlation Coefficient	1.000	.598**	.359**	.404**	.532**	.414**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	271	271	271	271	271	271
	3. It utilizes social media besides regular recruitment	Correlation Coefficient	.598**	1.000	.406**	.339**	.521**	.360**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	271	271	271	271	271	271

	channels to attract a wide range of applicants.	N	271	271	271	271	271	271
	6. It applies a recruitment referral system (To enable current employees to recommend candidates for valid vacancies).	Correlation Coefficient	.359**	.406**	1.000	.370**	.354**	.436**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	271	271	271	271	271	271
	10. It provides effective induction and orientation to new employees.	Correlation Coefficient	.404**	.339**	.370**	1.000	.581**	.668**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	271	271	271	271	271	271
	1. Your company attracts qualified employees.	Correlation Coefficient	.532**	.521**	.354**	.581**	1.000	.524**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	271	271	271	271	271	271
	12. Your company plans well for training & development programs.	Correlation Coefficient	.414**	.360**	.436**	.668**	.524**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	271	271	271	271	271	271
**. Correlation is significant at alpha= 0.01 level (2-tailed).								

Table 7 Correlations table (III)

Spearman rho correlations have been calculated. As per the above table, it has been evidenced that the utilization of various recruitment channels is strongly correlated with the utilization of social media and regular business channels as the value of correlation is .000. Furthermore, the variable attracting qualified employees with excellent planning for training and development positively correlates with significance .000. Therefore, all the undertaken variables in this table showcase a higher level of importance, indicating that the oil and gas industry needed to attract highly qualified employees and provide them with sufficient training and development programs. It will, in turn, results in effective recruitment with the diverse recruitment channels, and a higher level of competencies could be developed

that will further aid value towards the development of competitive advantage within the target markets.

Correlations								
			12. Your company plans well for training & development programs.	14. It uses technology in Training Programs.	19. It provides an opportunity that compares favorably in the same market field.	27. Your company handles employees' complaints correctly.	29. Its evaluation system is fair.	33. In your company, there are real opportunities for career development.
Spearman's rho	12. Your company plans well for training & development programs.	Correlation Coefficient	1.000	.680**	.519**	.590**	.599**	.570**
		Sig. (2-tailed)	.	.000	.000	.000	.000	.000
		N	271	271	271	271	271	271
	14. It uses advanced technology in Training Programs.	Correlation Coefficient	.680**	1.000	.451**	.592**	.562**	.552**
		Sig. (2-tailed)	.000	.	.000	.000	.000	.000
		N	271	271	271	271	271	271
	19. It provides benefits that compare favorably in the same market field.	Correlation Coefficient	.519**	.451**	1.000	.496**	.547**	.558**
		Sig. (2-tailed)	.000	.000	.	.000	.000	.000
		N	271	271	271	271	271	271
	27. Your company handles employees' complaints correctly.	Correlation Coefficient	.590**	.592**	.496**	1.000	.792**	.609**
		Sig. (2-tailed)	.000	.000	.000	.	.000	.000
		N	271	271	271	271	271	271
	29. Its evaluation system is fair.	Correlation Coefficient	.599**	.562**	.547**	.792**	1.000	.620**
		Sig. (2-tailed)	.000	.000	.000	.000	.	.000
		N	271	271	271	271	271	271

	33. In your company, there are real opportunities for career development.	Correlation Coefficient	.570**	.552**	.558**	.609**	.620**	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.
		N	271	271	271	271	271	271
**. Correlation is significant at a 1% level of (2-tailed).								

Table 8 Correlations table (IV)

Table (8) shows that all the undertaken variables are strongly correlated since the significance level is 0.000. This means well-planned training and development programs help ensure adopting advanced technological applications and carrying out evaluation effectively. We can believe that the quality of employees and the level of job satisfaction would be enhanced. Thus, it would also ultimately help serve as a higher level of employee loyalty to achieve desired organizational goals. Handling employee complaints is strongly correlated with advanced technological complaints in training programs and career development opportunities. Thus, it can be stated that the higher the career development opportunities, the higher efficiency would be within the employee complaints handling process as the level of significance is 0.000.

4.2.3 Regression analysis

In applying regression analysis, the ANOVA factor has been selected to understand the statistical differences among the groups and provide a brief conclusion based on the findings of the p-value to accept or reject the developed hypothesis.

4.2.3.1 Fairness of the recruitment and selection system

Model	R	R Square	Adjusted R Square	The Std. error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.812 ^a	.659	.653	.569	.659	111.581	4	231	.000

a. Predictors: (Constant), 22. Your company uses a fair incentive System, 29. Its evaluation system is proper. , 38. Salary scales are structured fairly comparing to employees' overall qualifications in your company., 35. The employees get promoted relatively in the company based on their performance.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	144.442	4	36.110	111.581	.000 ^b
Residual	74.757	231	.324		
Total	219.199	235			

a. Dependent Variable: 36. Employees mostly recommend the company as a place to work.

b. Predictors: (Constant), 22. Your company uses a fair incentive System. 29. Its evaluation system is fair. , 38. Salary scales are structured fairly comparing to employees' overall qualifications in your company., 35. The employees get promoted relatively in the company based on their performance.

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.336	.163		2.061	.040
	29. Its evaluation system is fair.	.358	.050	.369	7.219	.000
	38. Salary scales are structured fairly comparing to employees' overall qualifications in your company.	.275	.047	.300	5.864	.000
	35. The employees get promoted fairly in the company based on their performance.	.186	.063	.188	2.973	.003
	22. Your company uses fair incentive System.	.113	.050	.119	2.248	.026

a. Dependent Variable: 36. Employees mostly recommend the company as a place to work.

Table 9 Fairness of the recruitment and selection system

The regression analysis has been performed to understand the level of fairness within the recruitment and selection process. In the model summary, F change's significance is .000, meaning that the model overall is very significant. In the ANOVA table, the significance level is .000 indicating an essential relationship between the recruitment and selection process's fairness and employee satisfaction. However, in the evaluation system's coefficient table, the Beta value is .369 and

significance .000, indicating a significantly close relationship between the fair valuation system and employee satisfaction. On the contrary, the adequate promotion has a beta value of 0.188 and a level of significance .003, indicating a higher level of the significant relationship existing among the employees and valuation and promotion system towards their level of satisfaction.

4.2.3.2 The recruitment process effectiveness on impacting employee satisfaction.

Model	R	R Square	Adjusted R Square	The Std. error of the Estimate
1	.719 ^a	.517	.510	.8408

a. Predictors: (Constant), 39. Employees feel that they have a significant role in the company. , 38. Salary scales are structured fairly comparing to employees' overall qualifications in your company. 27. Your company handles employees' complaints correctly., 37. Employees feel that they have job security in your company.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	201.702	4	50.426	71.321	.000 ^b
Residual	188.069	266	.707		
Total	389.771	270			

a. Dependent Variable: 24. Your company's Rewards System has a competitive advantage that enhances retaining employees.

b. Predictors: (Constant), 39. Employees feel that they have a significant role in the company. , 38. Salary scales are structured fairly comparing to employees' overall qualifications in your company. 27. Your company handles employees' complaints correctly. , 37. Employees feel that they have job security in your company.

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.549	.180		3.043	.003
	27. Your company handles employees' complaints correctly.	.317	.059	.330	5.417	.000

37. Employees feel that they have job security in your company.	.112	.066	.113	1.693	.092
38. Salary scales are structured fairly comparing to employees' overall qualifications in your company.	.353	.065	.353	5.457	.000
39. Employees feel that they have a significant role in the company.	.035	.069	.033	.504	.614

- a. Dependent Variable: 24. Your company's Rewards System has a competitive advantage that enhances retaining employees.

Table 10 Effectiveness of the recruitment process impacting employee's satisfaction

In the case of the recruitment process's effectiveness, which has a critical impact on employee satisfaction, different factors were undertaken to carry out the regression analysis to understand the significance level among the variables. The model summary has evidenced that the R square value is 0.517. ANOVA factor shows the importance of .000, indicating that a significant relationship might exist within the rewards system as a competitive advantage with the salary scales, handling of complaints, and job security towards the overall employee satisfaction. However, the coefficient table indicates the beta value of job security, salary scale, and positive feelings of the employees are .0113, .0353, 0.033 and level of significance 0.092, 0.000, and 0.614, indicating the close relationship is existing particularly the salary scale with the employee satisfaction.

4.2.3.3 Reliability and authenticity of HRM functions with a level of job satisfaction

Different data variables have been considered from the obtained dataset to carry out this regression analysis. It is understood from the model related to the overall reliability and authenticity of the HRM functions towards different activities such as

evaluation system fairness, the company's recommendation by their employees, upgrading recruitment channels, and a professional performance appraisal system help in understanding the process reliability.

Model	R	R Square	Adjusted R Square	The Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.589 ^a	.347	.336	.7750	.347	32.661	4	246	.000
a. Predictors: (Constant), 36. Employees mostly recommend the company as a place to work. 5. Its recruitment channels are: effectively updated., 25. Your company has a professional appraisal system. , 29. Its evaluation system is fair.									

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.477	4	19.619	32.661	.000 ^b
	Residual	147.770	246	.601		
	Total	226.247	250			
a. Dependent Variable: 21. The compensation varies based on employees' performance.						
b. Predictors: (Constant), 36. Employees mostly recommend the company as a place to work. 5. Its recruitment channels are effectively updated. 25. Your company has a professional appraisal system. , 29. Its evaluation system is fair.						

From the above model summary and ANOVA tables, it has been shown that the R-square value is 0.347, and the level of significance is 0.000. Thus, from this finding, there might be a higher level of association between the reliability and authenticity of the HRM functions with job satisfaction. However, the coefficient table would confirm the relationship and association level among the variables per value with the dependent variable.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.694	.206		8.242	.000

5. Its recruitment channels are effectively updated.	.192	.055	.228	3.521	.001
25. Your company has a professional appraisal system.	.131	.069	.146	1.910	.057
29. Its evaluation system is fair.	.222	.073	.254	3.046	.003
36. Employees mostly recommend the company as a place to work.	.068	.073	.070	.940	.348
a. Dependent Variable: 21. The compensation varies based on employees' performance.					

Table 11 Reliability and authenticity of HRM functions with a level of job satisfaction

From the above table, it has been evidenced that up-gradation of recruitment channels is done on time and there is a significant relationship existing among the compensation of the employees based on performance with this variable as the beta value is 0.228, t value 3.521 and level of significance 0.001 illustrating the fact. In the performance appraisals system professional level, the beta value is 0.146 with a t value of 1.91 and significance level 0.057, indicating a close association with the dependent variable and a significant relationship. On the contrary, in the fairness of the evaluation system, the beta value is 0.254, t-value 3.04, and level of significance is 0.003 indicating a significant relationship with the level of compensation provided to the employees' base performance. However, an insignificant association has been found with the recommendation of the employees for this company.

4.3 Qualitative analysis

4.3.1 Semi-structured interview for the managers

1. What is your opinion regarding the employee's job satisfaction provided by the HRM department?

The one and ten number managers say that employee job satisfaction is vital for every company, specifically the oil gas industry. Employee satisfaction means

individuals have a positive feeling towards their job and work role, which occupies a specific position in the company. The satisfaction of job strongly aligns with the behavior of individuals at the workplace. Trust is a significant phenomenon that remains too developed to gain the employee's job satisfaction. Since job satisfaction is essential for an employee, that led to enhance their performance, hence the oil and gas industry continuously requiring to provide job satisfaction in line with increase company's productivities and profitability. Besides, the company is always retaining its employees by providing job satisfaction because they know that an actual competent employee is still beneficial for its development and helps achieve competitive benefits from the global comparative market. In this context, the manager continuously communicated with their employee to identify issues and provide loyalty to remain satisfied at the workplace and job. Employee satisfaction occurs when the employees in an organization feel reliable and have opportunities to fulfill their needs and desires and their sense of contentment. Employee satisfaction is the organization's core element; thus, the employee treated somewhat is also concerned with psychological contract theory.

2. How do the company HRM practices positively lead to employee job satisfaction?

The manager defined that the Human resource management practice is the organization's primary asset because it provides its success. Besides, HRM practice always encourages their employees to give ideas and embrace them; therefore, they can manage their assets. This is one of the components that help achieve a competitive advantage to ensure its success. Technological change, economic factors change, socio-cultural change and political pressures can influence the organization to focus on human capital in the past decades. Although managing human resource capital is a difficult task for every organization but most essential.

HRM practice is designed to handle every organization's valuable asset and often considers attracting and selecting potential employees, encouraging and involving them, and retaining success. Successful implementation of HRM practice positively impacts the relationship between employees and employers' ultimate organizational performance effects. Also, HRM practice strongly aligns with the overall increase capacity of an organization with uniqueness and innovation. Initially, these practices are required to make a better decision, minimize employee turnover, enhance employees' organizational productivity, bring job satisfaction, and increase job satisfaction. HRM practice major considered with an improvement of employee's attitude so that the employee committed towards their organization has a significant impact on employee job satisfaction. A high level of employee turnover occurred when there is a lack of employee satisfaction and commitment. HRM practice is also essential to develop the organization because it is linked with the well-planned and implemented organization to retain employees and job satisfaction. As per the manager and research, recruitment and selection, training and development, compensation, and rewards system are vital elements of employee job satisfaction.

3. Why do recruitment and selection vital for HRM practices?

According to the managers, it is imperative to have an innovative recruitment and selection process that significantly contributes to employee satisfaction. Most importantly, the companies are very concerned about ensuring effective talent pool development to generate their desired productivity. This is one of the processes that help select or choose a competent employee and potential candidates for the organization's different positions to carry out the role in terms of increasing productivity. The quality of HR in the organization vast depends on their efficiency to conduct HRM in the organization. Human resource management's primary practice helps the employer or HR manager select the best candidates from their

talent pool. The recruitment and selection process is combined into three stages: availability of recruitment vacancies, attracting candidates, and selecting the best or appropriate candidates. The primary purpose of recruiting the organization is to choose potential candidates for the different job positions that include other recruitment methods such as advertising regarding different job positions aiming to trace the best candidates through separate one-line and offline platforms. The manager selects the candidates using tests, interviews, panel interviews, assessment centers, and selection borders. The competent manager must conduct the recruitment and selection process to pick or choose suitable candidates. They will achieve organizational goals in stipulated time and remain sustainable. The company always needs to consider the most competent employers or managers to conduct the recruitment and selection process so that the most efficient and skilled employee is selected as per the organizational expectation. This process critically involved identifying, attracting, and choosing suitable people. The different objective includes this process, such as the HR maintaining cost-effectiveness and efficiency, setting and keeping excellent methods. The manager uses several recruitment sources to select potential candidates, such as company websites, recruitment agencies, employee referrals, campus recruitment, various job sites, social media platforms, and employee referrals.

4. Would you please clarify the training and development programs impacting employee satisfaction and organizational productivity?

In the manager's words, the training and development programs are the prime necessity of the organization to ensure the required competencies and skills are present among the employees, empowering them to meet the organizational goals successfully. The third manager training and development view serves as a determinant of the organization's overall level of capabilities towards quality deliverance to its consumers. The manager also stated that training and development

are a significant factor in HRM practice and are provided by the organization manager to drive the employee towards satisfaction. Globalization and business competition are currently higher; thus, every organization needs to have a competent employee who can work efficiently and increase productivity and profitability. As per the changing system and technology development, every employee must have technical skills and knowledge to drive the organization's operating system; hence, they will face difficulties achieving and maintaining a competitive advantage. Training is a practical approach provided by the organization to increase the knowledge, skills, and attitude of employees intending to develop the team and improve organizational effectiveness. Training is a short-term concept, and development is a long-term concept of employee conduct, a vital element of the organization that increases organizational performance. The manager indicated that a successful training and development program is a significant concern with employee job satisfaction. The employee can meet the organizational need and complete the task efficiently in the right ways and at the right time.

Furthermore, job satisfaction, job performance, team performance, team well-being, and increased mortality of broader employees depend on training and development programs. Some considerations must be followed during implementation. Training and development, such as ensuring trainees' mindset by building their capacity to increase their self-efficiency, also ensure their motivation for learning. The trainer should use exact training tools and methods to provide opportunities to the employees to correct any mistakes. They are also using modern technology to offering training, for example, computer-based training. Measurement of training means analyzing the achievement of training objectives through identifying its specific needs.

5. Could you shed some light on the compensation and rewards system process linked with employee satisfaction?

The managers' compensation and rewards directly impact employee retention and satisfaction, helping develop employee commitment and dedication towards the organization. Most importantly, the manager explained that compensation and reward should attract new talents and help them feel more associated with the organization. Compensation is the satisfied need of individuals getting by their performance as well as their capability. Both play a crucial role in attracting potential employees and retaining them sustainably at the workplace. Compensation and reward are the motivational keys that help to the satisfied employee. Compensation is essential, but successful implementation of rewards and compensation has a positive impact on employee satisfaction. The organization always needs to achieve more outstanding employee contributions; therefore, they provide attractive rewards and compensation to increase their contribution to achieve organizational goals and improve their competency level. Compensation is an influencing system that combines employee value, including medical facilities, basic pay, profits, overtime pay, paid leave, increment, bonuses, travel accommodations, and other benefits. Since the employee's contribution level is vital, the company always focused on developing compensation and rewards programs.

6. What is your viewpoint that performance appraisal is essential for job satisfaction?

Almost all the managers conveyed that performance appraisal is the most significant determinant that would help the managers identify the individuals who deserve to be incremented towards a higher level of compensation. Appraisal has played an instrumental role in establishing the gap in different employees' skills and knowledge; accordingly, the organization conducts the development plants to ensure

consistent superior performance. Performance appraisal helps develop the employee's weaknesses by observing them regularly. Training and development for the employee apart from employee's appraisal help increase competitiveness among the employee to compete with the other competitors for the market. The HRM department plays a crucial role during the performance appraisal and makes its talent management tool profitable. Suppose the company holds a fair appraisal system. In that case, there is an enormous possibility that the company can meet the employee's job satisfaction and develop a proper working environment.

7. What are your choices to retain a competent and experienced candidate in a specific job role?

Keeping the company's best talent for a long time is problematic as other companies get an excellent financial offer. Keeping this talented employee in the company workforce is quite tricky for developing companies. There are few suggestions on keeping gifted employees for a long time-

The salary and other advantages should be competitive- from several studies, it is evident that most talented employees left their job for dissatisfaction with their salary. Therefore, a company should offer a better wage to qualified employees to not have what other companies provide.

Selecting the appropriate person at the starting is essential- choosing the proper person who can value their work. The employee's mindset about the company is the main reason for their staying and leaving the company. Therefore, the company should give an accurate job description of the employee's job and a clear vision about their career and the company.

Decrease employee pain- the company should understand the capability of the employees. Giving too much workload to employees is the worst thing company can do. For decreasing the workload, good teamwork should be developed and utilized.

Individual employees can give the performance which a group will deliver of employees.

8. What is yours through about employee turnover and job satisfaction?

As per the manager perspective turnover of employee strong depend on job satisfaction and HRM practice. The level of commitment of the employee to the organization improves the satisfaction level. If the employee is not satisfied with their job; hence, they decide to leave their job position or search for other job opportunities. Since employee turnover is a relevant issue in a new business organization categorized into different segments such as voluntary or involuntary and functional and dysfunctional, the company should focus on other processes to remain satisfied and minimize turnover intention.

9. According to you, what are the foremost measures and strategies needed to employ the HRM department to ensure competitive advantage development?

The human resource department is considered the company's main base that recruits the best innovative talent and develops the best training program required for the employees. The HR function to give the appropriate training and make the best direction for the retention programs provides the company with the best competitive advantages. Therefore, HR plays a vital role in workforce development to increase the level of competitiveness. The human resource department can ultimately help locate the talent, hire the talent, train the talent, maintain finely tuned, and offer a productive advantage. For increasing the competitive advantage, the HRM department should implement the following strategies described below:

Employment security- the employee's job security increases the company's value in front of the employees. This increases the employee's involvement in the company to achieve the best result for the company.

Incentive pays- a payment chain should be based on the performance of the employees. If the company offers a pay incentive to the best employee by observing their performance, it motivates them to contribute more effectively to earn more incentives.

Information sharing- the company should share all the necessary information to give their best effort to get the result. The company's sharing of data with the employees can make sense of value, increasing competitiveness.

Training and development of the skill- proper training a skill development of the employees are significant. With the updating world, the employee's skill should also be updated, a profitable side.

Treating the employees with respect and dignity would suggest moral, legal, and ethical values. Every employee should be treated equally and with value to be satisfied with their job, and they can also value the company.

10. What would you recommend for the oil and gas industry managers to comply with top to ensure innovative and competent talent pools?

The oil and gas companies are the most critical sectors in boosting the country's economy and making global revenue from different countries. Knowledge is the heart of today's economy and making the best talent pool with innovative and competent talent is very important. Employee development and its related program and method are significant for the organization as it also positively impacts the company's production. In the present era, the usability of updated technology is critical. In the significant production sector, like the oil and gas industry, talent management helps get the employees' best talent and makes them competent enough to compete with the present competitive market. For developing the best talent pool, the company has to identify the talent of the employee. Managers should assess

readiness. The company should offer a training program or develop the employees' skills, create development plans, measure their progress, and regularly observe their performance change. The innovative and competent talent pool is always profitable for the company. An employee's better performance helps the employees get job satisfaction and maintain a better work-life balance.

4.4 Hypothesis testing

Hypothesis 1

(H₀): There is **NO** significant relationship existing within the recruitment and selection of HRM functions with employee satisfaction

(H₁): There is a significant relationship existing within the recruitment and selection of HRM functions with employee satisfaction

Model	R	R Square	Adjusted R Square	The Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.565 ^a	.319	.317	.891	.319	116.894	1	249	.000

a. Predictors: (Constant), 36. Employees mostly recommend the company as a place to work.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	92.824	1	92.824	116.894	.000 ^b
	Residual	197.726	249	.794		
	Total	290.550	250			

a. Dependent Variable: 7. It applies a fair selecting process.

b. Predictors: (Constant), 36. Employees mostly recommend the company as a place to work.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.348	.215		6.261	.000

	36. Employees mostly recommend the company as a place to work.	.622	.058	.565	10.812	.000
a. Dependent Variable: 7. It applies a fair selecting process.						

Table 12 Hypothesis testing 1

The model summary and ANOVA have evidenced the above table that the significance F change is .000; thus, we can reject the null hypothesis. It can be stated that there might be a significant relationship existing within the recruitment and selection of HRM functions with employee satisfaction and organizational productivity. The coefficient table indicates that the beta value is 0.565. The significance is .000, suggesting a significant relationship between the recruitment and selection of HRM functions with employee satisfaction and organizational productivity.

Hypothesis 2

(H₀) = There is **NO** significant relationship existing within the training and development of HRM functions with employee satisfaction

The alternative hypothesis (H₁) = There is a significant relationship existing within the training and development of HRM functions with employee satisfaction

Model	R	R Square	Adjusted R Square	The Std. Error of the Estimate
1	.591 ^a	.350	.347	.896
a. Predictors: (Constant), 39. Employees feel that they have a significant role in the company.				

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	116.190	1	116.190	144.693	.000 ^b
	Residual	216.009	269	.803		
	Total	332.199	270			

a. Dependent Variable: 11. It adopts practical training & career development system that enhances employees' performance.
b. Predictors: (Constant), 39. Employees feel that they have a significant role in the company.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.537	.178		8.633	.000
	39. Employees feel that they have a significant role in the company.	.580	.048	.591	12.029	.000
a. Dependent Variable: 11. It adopts practical training & career development system that enhances employees' performance.						

Table 13 Reliability and authenticity of HRM functions with a level of job satisfaction

From the above table, it has been evidenced from the model summary table that the R square value is 0.350, and the ANOVA table indicates the significance is .000. Thus, we can reject the null hypothesis and significant relationship existing within the training and development of HRM functions with employee satisfaction and organizational productivity. The coefficient table indicates that the beta value is 0.591. The significance is .000, suggesting a significant relationship exists within HRM functions' training and development with employee satisfaction and organizational productivity.

Hypothesis 3

(H₀): There is **NO** significant relationship existing within the compensation and reward of HRM functions with employee satisfaction

The alternative hypothesis (H₁) = There is a significant relationship existing within the compensation and reward of HRM functions with employee satisfaction

Model	R	R Square	Adjusted R Square	The Std. Error of the Estimate
1	.630 ^a	.397	.394	.819
a. Predictors: (Constant), 36. Employees mostly recommend the company as a place to work.				

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	109.912	1	109.912	163.806	.000 ^b
	Residual	167.076	249	.671		
	Total	276.988	250			
a. Dependent Variable: 20. The Reward system in your company is attractive for new candidates.						
b. Predictors: (Constant), 36. Employees mostly recommend the company as a place to work.						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.253	.198		6.334	.000
	36. Employees mostly recommend the company as a place to work.	.677	.053	.630	12.799	.000
a. Dependent Variable: 20. The Reward system in your company is attractive for new candidates.						

Table 14 Hypothesis testing 3

The above table has been evidenced from the model summary table that the R square value is 0.397, and the ANOVA table indicates the significance is .000. Thus the null hypothesis can be rejected, and a significant relationship exists within the compensation and reward of HRM functions with employee satisfaction and organizational productivity. Furthermore, the coefficient table indicates that the beta value is 0.630, and significance is .000, suggesting a significant relationship between

the compensation and reward of HRM functions with employee satisfaction and organizational productivity.

Hypothesis:4

(H₀): There is **no** significant relationship between HRM functions' performance appraisal process with employee satisfaction.

The alternative hypothesis (H₁) = There is a significant relationship existing with the performance appraisal process of HRM functions with employee satisfaction

Model	R	R Square	Adjusted R Square	The Std. Error of the Estimate
1	.622 ^a	.387	.385	.892
a. Predictors: (Constant), 30. The company's performance appraisal system supports employees' development.				

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	135.296	1	135.296	170.095	.000 ^b
	Residual	213.966	269	.795		
	Total	349.262	270			
a. Dependent Variable: 25. Your company has a professional appraisal system.						
b. Predictors: (Constant), 30. The company's performance appraisal system supports employees' development.						

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.379	.175		7.903	.000
	30. The company's performance appraisal system supports employees' development.	.618	.047	.622	13.042	.000
a. Dependent Variable: 25. Your company has a professional appraisal system.						

Table 15 Hypothesis testing 4

From the above table, it has been evidenced from the model summary table that the R square value is 0.387, and the ANOVA table indicates the significance is .000. Thus, the null hypothesis can be rejected as a significant relationship between employee satisfaction and organizational productivity between HRM functions' performance appraisal process. The coefficient table indicates that the beta value is 0.622, and the significance is .000, which shows a significant relationship between HRM functions' performance appraisal process and employee satisfaction and organizational productivity.

Chapter Five

Discussion, recommendation, and limitation

5.1 Discussion of results

The study has evidenced that most of the companies are attracting qualified employees, and many respondents have agreed it participated in the data collection process. On the contrary, the companies have used different recruitment channels, which helps enhance the overall effectiveness of recruitment channels to get the company's desired candidate and generate a reliable, competitive advantage within the target markets. Most importantly, as per the need of the modern business environment, the companies are extensively using social media channels to attract the best possible talents for recruitment and selection and enhance organizational competencies contributing to sustained productivity. On the contrary, most companies carry out system updates periodically to ensure they are configured with the latest innovation. Furthermore, this study reveals that the companies also use a recruitment referrals system to get the desired candidates via one employee. Sometimes it turned out to be a competent individual with the required competencies for a significant job role, thus enhancing developing an adequate talent pool.

On the other hand, most companies have implemented a fair selection process that has helped them earn a significant market reputation within the target markets. In terms of providing quality training and development programs, they are keenly focused on having the best approaches and strategies that can contribute to the individuals' overall skill set and generate significant comparative advantage within the markets against their arch-rivals. They are too focused on providing effective induction and orientations programs for new employees to ensure they are getting accustomed to the working environment contributing to employee satisfaction. The practical training and career development opportunities are provided to most

employees, resulting in a higher employee satisfaction level. Most importantly, fair training opportunities are provided to every employee. Advanced technological applications within the training and development have achieved a concise outcome and enhanced employee satisfaction due to its transparency. The novel approaches of training and development programs and workshops and seminars are conducted for effective recruitment practices. They have significantly provided ample employee benefits by the employer easing the higher level of employee satisfaction.

Moreover, Effective non-monetary compensations have significantly helped employers ensure comparative advantage development within the market. With the effective reward system, performance appraisals are conducted for the Employees to ensure appropriate rewards allocation. The Highly efficient Professional appraisal system has helped in earning a reputation for fairness and transparency. The compensation is based on how the fair incentive system has been implemented through compensation system review, and quality check for effectiveness has been conducted periodically. Therefore, the Rewards system has generated a competitive advantage, which eventually considers the employee's accountability at the workplace. The companies can handle effective employees' complaints. With the help of periodic performance feedback, the desired development has been conducted exponentially well. The Fair evaluation system and performance appraisal resulted in employee development, which has resulted in a realistic expectation from the employees by the different organizations.

From the managerial perspective, it has been evident that employee satisfaction is vital for every company, including the oil and gas sectors. Employee satisfaction is strongly aligned with individual behavior at the organization, where trust is a significant factor responsible for developing the relationship and achieving employee's job satisfaction. Additionally, it enhances employee performance, which

is required to provide satisfaction to the employee to improve production and profit. The managers must communicate with the employee to be analyzed and loyal to the employee to retain them. Also, from the manager's viewpoint, HRM practice majorly contributes to the organization as it provides success. This practice is considered the motivational factor for their employees, who are the organization's assets. Through these HRM practices, the potential employee is attracted and encouraged, and involved in organizational success. Primarily HRM practices help establish better decisions that maintain employee turnover and enhance organizational productivity, which aids in improving productivity. The high rate of turnover generally takes place due to the lack of employee satisfaction. Therefore, there is a necessity to implement HRM practices within the organization in a proper way. According to the managers, the key ways to provide employee satisfaction include recruitment and selection, training and development, compensation, and reward system. Through an innovative process of recruitment and selection, it can help to bring the employee's satisfaction. Most of the companies are concerned with implementing talent pool development which aids in acquiring organizational productivity. The HR quality in the organization mainly depends on an employee's efficiency to conduct its HRM function.

HRM practices should regulate organizational performance to increase the employee's competency level. There are different stages involved in the recruitment and selection process: the vacancies for recruitment, attracting the candidates, and selecting the best candidates.

The main aim of recruiting in the organization is to determine the potential candidates for several job positions, including recruitment methods like online and offline advertising for the job position. The company should always be responsible for selecting a competent employee. The training and development program is the

primary necessity for the employee to fulfill every organization's skill gaps and knowledge gaps. The compensation and reward also directly impact the employee's satisfaction, helping develop the organization's commitment. Through this compensation and reward, the employee can be attracted and retained, allowing them to be more involved. Reward system has a severe impact on organizational ability to control and motivate the experts, leading to an increase in a high level of performance. Rewarding and compensation are the two most vital things that increase the job's satisfaction and enhance the individual's performance level. There is a significant effect on performance appraisal on work engagement that impacts turnover intention. Employee satisfaction with performance appraisal helps achieve positive attitudes and behavioral outcomes such as employee motivation, behavior, loyalty, and career development. The performance appraisal system is responsible for how an employee reacts to performance appraisal and evaluates employee satisfaction. A fair perception of employee satisfaction can be achieved with performance appraisal and, therefore, engagement. The performance appraisal aims to stimulate the employee, increase performance, and provide reward by distributing compensation, promotion, and bonus. Job satisfaction relates to the consequences of a positive working environment that enhances the organization's commitment.

Comprehensive evaluation practices and sufficient career growth and development opportunities showcase the company's care and support towards employees. With the help of a fair promotional system, the sector has achieved a higher level of recommendations favoring its employees due to the higher level of job security and a modest salary scale and structure. In addition, employees' commitment and a higher level of the psychological contract have significantly helped the entire sector maintain a significant balance between the employee's satisfaction and deriving compensation and benefits provided to them and ensure business sustainability in the long run. The hypothesis testing has evidenced a significant relationship with the

factors such as effective recruitment and selection, training and development, compensation and reward system, and performance appraisals with employee satisfaction. As per the manager's view, these factors need to be taken care of by the sector to ensure constant growth and development and ensure long-term business sustainability.

5.2 Study recommendations

From the findings of the study below are the recommendations that have been drawn, which are as follows-

- The sector needs to ensure the effective recruitment and selection process in line with innovative use of modern technological applications to provide a transparent and fair recruitment and selection process to earn global market reputation and attract talents from an international level to ensure a higher level of competencies and skill set of the employees within the Oil and Gas industry
- The practical training and development programs need to be provided, followed by a critical framework of performance appraisals that can help identify the areas requiring development. Accordingly, it would help in ensuring the required skillset within a job role is met successfully.
- The compensation and rewards should be given to the deserving candidates. The managers should develop a culture that indicates that performance is the ultimate parameter of generating benefits and rewards.
- A periodic review should be carried out, keeping in mind the need for organizational goals and providing an appropriate allocation of resources and designated people who are best at the right place and time.
- Different seminars and ceremonies can be arranged annually to appreciate deserving employees. This is because they worked hard for the company in

that way. Therefore, the sector will be able to honor the employees. Consequently, they will feel more committed to the organization, enhancing the overall psychological contract and increasing employee satisfaction.

5.3 Limitation

This study has some limitations in which the findings are required to be interpreted. Some of the limitations in this study include limited access to data as the respondents are from the Saudi oil and gas industries. A profound literature gap existed within the Saudi oil and gas sector that has created a barrier in knowledge development in the research area based on the secondary data. In addition, the limited time available for the study has been a drawback, and if more time were available, the study could have provided a result of many datasets. On the contrary, during the managerial interview, reliable access to interview the managers was not available due to their tight working schedule. Thus, the research's future research scope is available, which could be done to get more in-depth knowledge and understanding within the research area.

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Arabic Abstract (ملخص البحث)

أكدت هذه الدراسة بشكل تفصيلي على مساهمة وتأثير ممارسات إدارة الموارد البشرية في تقييم مستوى رضا الموظفين. وقد ناقشت في المقام الأول الكشف عن تأثير ممارسات إدارة الموارد البشرية على رضا الموظف على ضوء العوامل والاستراتيجيات التي تدمج وتضمن الرضا بين الموظفين ، مما يؤدي إلى تعزيز مستوى الإنتاجية والاستدامة لبيئة العمل. إن الغرض من هذه الدراسة هو معرفة كيفية مساهمة إدارة ممارسات الموارد البشرية في إرضاء الموظفين. اعتمدت هذه الدراسة جوانب بحث مختلطة ما بين التحليل الكمي والنوعي، حيث تم اعتبار 271 مستجيباً على جانب التحليل الكمي، واعتبار عشرة مدراء على جانب التحليل النوعي والذين يعملون في مختلف قطاعات النفط والغاز بالمملكة العربية السعودية. تم الاستدلال من خلال مصادر أدبيات البيانات الثانوية في هذه الدراسة، على أن العوامل المذكورة، تساهم في رضا الموظفين، وبشكل أساسي برامج التعلم والتطوير، وفرص التطوير الوظيفي، وفعالية ممارسات إدارة الموارد البشرية، و نظام المكافآت والفوائد، وثقافة بيئة العمل. وبناءً على نتائج البيانات الثانوية، تم تطوير نموذج البحث بمتغيرات مختلفة، كآلية التوظيف والاختيار، والتعويضات والمكافآت ، والتدريب والتطوير وتقييم الأداء، والتي بدورها تؤثر على مستوى رضا الموظفين والإنتاجية في بيئات العمل. كما أظهر التحليل الكمي لهذه الدراسة أن هذه المتغيرات ترتبط ارتباطاً وثيقاً برضا الموظفين في صناعة النفط والغاز. يلاحظ على هذه الدراسة أنها قد تضيق نطاقها ومستوى البحث الذي ينبغي أن تكون عليه، وبالتالي قد يكون ذلك سبباً لإضعاف جودة طريقة جمع البيانات. علاوة على ذلك، فقد اقترح التحليل على أن الأساليب والاستراتيجيات العملية يجب أن تكون في مكانها المناسب لضمان مستوى أعلى من رضا الموظف بما يتماشى مع المتغيرات المحددة. يساهم هذا البحث في تعزيز أهمية التطبيق العملي لممارسات إدارة الموارد البشرية في بيئة العمل لدى المنشآت، والذي من شأنه يحسن من مستوى رضا الموظفين، وبالتالي يساهم في تطوير أدائهم وبيئة العمل بشكل عام. ومم يستنتج من هذه الدراسة، تأكيد التوصية على تطبيق التقنيات الحديثة ومزايا التعويض وأنها يجب أن تُمنح للموظفين بناءً على تقييم الأداء الوظيفي، لتحسين أدائهم وزيادة مستوى رضاهم الوظيفي.



استمارة إيداع البحث

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عنوان البحث:	إسهامات أعمال إدارة الموارد البشرية في تحقيق الرضا الوظيفي للموظفين: بحث في نطاق مجال النفط والغاز في المملكة العربية السعودية		
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إقرار الباحث بالموافقة على الشروط التالية:

يحق لجامعة البحرين إتاحة وتوفير الرسالة أو الأطروحة المذكورة أعلاه في مكتبة الجامعة أو من خلال موقع الإسهامات البحثية للجامعة أو على نطاق أوسع في الخارج؛ كما ويمكن إعادة طباعة الرسالة إذا اقتضت الحاجة لذلك أو رقمتها مع إتاحتها على شبكة الأنترنت وذلك حسب تقدير إدارة الجامعة.

تنطبق هذه الشروط على جميع النسخ بما في ذلك النسخ الإلكترونية

تعتبر هذه الرسالة أو الأطروحة من المواد المحمية والتي تخضع إلى حقوق النشر والتأليف، ولا يجوز نشر أي اقتباس من الرسالة بدون توثيق المصدر.

التاريخ: 05-يناير-2022

توقيع الباحث:

جامعة البحرين

قسم الإدارة والتسويق

كلية إدارة الأعمال



إسهامات أعمال إدارة الموارد البشرية في تحقيق الرضا الوظيفي للموظفين: بحث في نطاق مجال النفط والغاز في المملكة العربية السعودية

أطروحة مقدمة كجزء من متطلبات الحصول على درجة الماجستير في إدارة الموارد البشرية

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تحت إشراف:

الدكتور موفق الكبيسي

الأستاذ المشارك بقسم الإدارة والتسويق

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