

Impact of Human Resources Management Practices on Employees' Satisfaction. A Field Study on the Rajhi Cement Factory

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Abstract The study aimed to analyze the impact of human resource management practices (human resources planning, selection and appointment, rewards and motivation, training programs, and performance evaluation) on Employees' job satisfaction on the Al-Rajhi cement factory in Jordan. The study population represents all employees working at Al-Rajhi cement factory in Jordan. Based on the number that has been determined by the factory management. (300) questionnaire were distributed, (241) questionnaires valid for statistical analysis were recovered. The researcher found that there is a statistically significant effect at the level of significance ($\alpha \leq 0.05$) for each of: human resources planning, selection and appointment, and training programs on the satisfaction of the employees in the Al-Rajhi cement factory. The researcher recommended working on the adoption of the results of the jobs analysis to make an appointment decision, where the results indicated that such practice is not at the level of high efficiency and therefore it is necessary to find the coordination between job analysis and the appointment of appropriate individuals to the nature of the work required and needed by the factory. The researcher also suggests the adoption of an analysis system of the functions, linked electronically with the human resources department to make appropriate recruitment decisions.

Key words Human Resources Management, employees' satisfaction, Rajhi Cement Factory, Jordan

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1. Introduction

Many of the changes was emerged in respect of businesses and performance since the beginning of the twentieth century, and the most important of which, technological development, the evolution of electronic communications, and the development of the ways business performance of the organizations, the technical and technological development made the change of the human resources perception Resources was viewed as production tools, became the most important resource in the organization, including the thought and knowledge carried by its members, generated as a result of their contact to work, which brought attention to human resource management, and considered as the most important function of organization, and a cornerstone in which to focus on attracting and qualifying their human being, and to carry out planning process , selection and training that resource which is important to ensure efficiency and continuity of his work through incentives and evaluation, organization efficiency and its success depends upon the efficiency of the human resource management practices in reaching its objectives (Afrah and Noeh, 2010).

As a result of the growing interest in human resources management, began working on the creation of rules , principles and instructions that ensure working conditions which meet the needs and aspirations of workers, to guide their behavior and activity, or develop their skills which ensure increased productivity, and raise the efficiency and quality, organizations began to search for mechanisms to ensure the best human resources, and the most efficient people, through creating a positive work environment that supports the effectiveness of the work, commitment and loyalty to the organization. On the other hand, attention to human resources and ensure those resources and their organizational commitment and loyalty includes many respects, most notably achieve a high level of job satisfaction, which constitutes one of the

reasons or important motives for outstanding job performance, job satisfaction is derived from the individual feeling through his feelings of happiness, resulting from his conception towards the job, or work, and to find that sense represents the most powerful engine and motivation for the individuals work at the highest efficiency. Human element is the real wealth and the primary axis of production, it sets strategies and determine objectives, planned and carried out, and control and evaluate, any deviation from the level of performance or desired standards behavior will result in no doubt deviation of the organization to achieve its goals, if the human element to this large degree of importance, it is justice and fairness to seek to satisfy human, so the topic of job satisfaction is one of the more threads that studies and researches in the area of managerial psychology, job satisfaction is important to employees, institutions and society (Al-Hunaiti, 2007).

Al-Beladi (2009) defines job satisfaction as an internal sense of the individual represented by his feeling of satisfaction and happiness as a result of satisfying his needs and desires through practicing his job, which results in a kind of satisfaction, and accepting the duties and functions as dictated by his work, this feeling may be entirely this means that individual satisfied of all the factors that affect the individual's feelings about his job and how it relates to them, or to be part of his feeling, this means the individual satisfaction of certain aspects without the other. Understanding and awareness of employees motives in the areas of work and their job satisfaction assists management, managers and supervisors on the design of an appropriate work environment, and an effective incentives system helps positive sentiment generated by the employee toward the organization and dedication to the organization objectives, and careful to stay there through paying effort so as to enhance their success in preference to other (Bulbul, 2009).

Studies have shown that to put individual in the work that suits him mentally physically, and psychologically, and to provide the right atmosphere to him in the workplace is one of the factors that achieve job satisfaction, and so increase his ability to produce and increase his organizational loyalty, and the machine that runs it, so the interest in job satisfaction is not a goal in itself, but a means to help in solving many problems encountered individuals in their jobs, and that the involvement of workers in the management and in its profits would increases production quantity and quality, and create more opportunities for the creation and innovation of individual in addition to individual proactive, and thereby improve the social and psychological atmosphere in the work environment. The more job satisfaction level rose often increases productivity and reduces labor turnover, reduce absenteeism, accidents, and raise employee morale, and makes life a meaningful better (Abu Rahma, 2012)

In the era of advanced technology and globalization, societies has become looking towards modern organizations with the same high performance level, and distinct capable in achieving the highest level of efficiency, keep pace international standards, organizations have become not only access to the quality standard in its production, but looking towards creativity, and excellence to achieve its goals, and to be developed in the highly competitive light, this requires attention to the human element through which to be able to achieve the objectives of development and prosperity, the problem of this study lies in that many of the organizations, although it has great qualifications, but it suffers from the problems of the low level of job satisfaction of their employees, which could lead to the increase of labor turnover, and low productivity, especially the extractive industries sector. The importance of the study stemmed from in its contribution in the analysis of the human resources management practices of the Al Rajhi cement factory in Jordan as one of the modern and important factories of the Jordanian economy, this study benefit the organizers of this useful factory and other Jordanian factories in directing their attention toward interest in the practices of human resources management, and attention to raise the job satisfaction levels among workers in order to achieve stability and ensures that the existence of expertise and capabilities in these factories. In this current study seeks to release the human resources management practices and its impact on Employees' Satisfaction of the Rajhi Cement Factory.

2. Theoretical framework

2.1. Human resources management

Human element is the foundation for the success of the management and therefore the success of organizations, and they are the main nerve to the success of any organization, which is the most precious resources of the management and the most influential factor for productivity at all, it cannot be dispensed

with or replaced, although the value of which is still provided by some of the traditional resources of the company such as natural resources, technology and economies of scale, but it is easy to imitate by competitors in recent years, but the intangible resources such as human resources and reputation of the company is still difficult for competitors to imitate (Yan, 2010).

The idea of human resources management is not like the rest of other sources of competitive advantage: (Technology, the location, and scale economies) , it may be considered as a complex human system cannot be easily imitated by other companies, in recent years, organizations began to consider human resources as a direct means to achieve competitive advantage, and achieve their goals, where these resources occupies an important role in achieving the organization's success, organization which has human resources work well, inevitably will has excellent work output (Becker and Gerhart, 1996).

The management and development of human resources aimed at strengthening the organizational capabilities, and enable companies to attract and qualify the necessary competencies and are able to keep up with current and future challenges, human resources can strongly contribute to achieve the organization's goals, and even expanding more which contributes the creation of new jobs to ease unemployment problem, and achieve full operation. In summary human resources management means the optimal use of the available human element, human resources management seeking to strengthen the organizational capabilities, and enable companies to attract and qualify the necessary competencies which able to keep up with current and future challenges, human resources management work on the development of human skills to get to the high level of performance, which contributes to organizational commitment in order to achieve organizational objectives, human element is the most important element in the organization, which is the main engine for all of its activities , which characterized by their skills, abilities and knowledge appropriate with the nature of work and fit with the overall goals of the organization (Ali, 2013). In accordance with the modern theory of management, human resources management aimed at the formation of a stable and effective power for any group of individuals able, and have desire to work , and are characterized by the presence of a high degree of understanding and harmony in performing work, human resources are an essential element and important in production processes (Ferjany, 2002), HRM practices are characterized by their association with the different departments in the organization, it organizes the organization relationship with all employees in different departments, which make human resources at a top priority in the organizations (Golding, 2004).

Human Resource Management is a special approach for the management of individuals, who the organization depends on them in carrying out its activities and achieve their goals, because the importance given to the people working in the organization, the Human Resources Management developing the skills and motivations of those people to achieve the highest levels of efficiency, which is responsible to maintain good human relations in the organization and interest in the development of individuals, and achieving the organizational goals (Dissler, 2008).

The researchers believe that the human resources management direct individuals toward belonging and loyalty through their practices of planning, training, motivation, which plays a significant role in establishing the internal marketing of the company, and raise its value, by raising the value of its employees and foster a spirit of cooperation and harmony.

2.2. Concept of human recourses management

The human resources management is a typical approach of personnel management, which aims to achieve a competitive advantage, by employing efficient and committed workforce, as well as through the use of matrix of integrated culture, structural construction and techniques for the staff (Palmer, 2006).

Concept of human resource management passed through the end of the last century and the beginning of this century at different stages of developmental thought and applicable practices that crystallized this concept of human resource management. HRM is a broader and more comprehensive than personnel management, which is a function consists of a range of activities for individuals employed in the organization; it is wider than those being interested in the management of personnel management in the organization (Alndaoui, 2009).

Human resources management defined as 'a comprehensive set of managerial activities its focus of human element and all related functional matters (Al-Daini, 2010). It is a process of attracting, developing

and maintaining a skilled workforce (Schermerhorn, 2004, p: 145), it is an art of managing people at work, and make them give their best efforts for the organization (Srivastava, 2010). Researchers define human resources management as a management aims to achieve the objectives of the organization by providing and equipping their workers to perform the tasks required at all divisions and concern for them and raise their skills and develop their loyalty and encourage them on work efficiency and continuity in the organization.

2.3. Human resources management practices

Human resources planning

Planning is the first and most important function of the human resources management, as it is the foundation stone of what will be the organization later (Dessler, 2008). And it is one of the most important functions of management, and aims to assess the needs of the organization of human resources in terms of the types of jobs or the work required, preparation the requirements of personnel of every kind required for the job, and the time period of the human resources plan. Al-Magribi (2012) has defined, human resource planning as a process that includes all about organization, and with respect of individuals in dealing with future needs and so as to achieve the organization and personnel goals together, and more precisely, human resources planning concentrates on identifying future needs of human resources for achieving the organization's objectives, by providing full information, and making effective decision. HR planning process ends usually with prepare a set of tables that show the types of jobs or disciplines required, and prepare the required individuals for various departments.

Selection and appointment

Selection and appointment aim to provide good and qualified workforce to fill the organization functions in order to achieve the organizational objectives, it cannot be for organizations to succeed in the long term, only if they are working on the appointment of able individuals to respond to the challenges that are formed continuously, and who has the ability to create a competitive advantage of opportunities that presented by the changing markets, with the desire to learn from customers, consumers, suppliers and colleagues, who have the ability to build long-term and effective partnerships.

Selection and appointment is the process by selecting the employee on the basis of effectiveness and qualifications, away from nepotism, the staff selection process is not only limited to the extent of the exploitation of their qualifications and experience in management, but how to employ them in the decision-making without referring to managers, to activate that, organization adopts the idea of motivating staff and strengthen their physical and moral loyalty. selection is a managerial process under which divides the candidates into two teams: Team accepted by the organization to be appointed for the vacant job, the rejected team, selection is an operations carried out by the organization to select the best candidates for the job, and that choice is made in accordance with the selection criteria applied by the organization (Zuelv, 2003). Selection is the process by which the trade-offs between individuals applying for a job in the organization, and chooses the best of them in the light of the conditions and specifications required (Mia, 2006). The researchers believe that the Selection is the evaluation process of people applying for a job, and select the most suited to the vacant post, assessment based on general, multiple criteria, (ex: experience, academic qualification, and private foundations regarding the nature of the organization and the nature of the vacant post. Appointment is the process whereby the screening applicants to make sure that those who apply to them, compatible with conditions and terms conditions of the job, and then interviewed, hired (Salem Saleh, 2006).

Training programs

Training is a process of positive adjustment with a special trends deals with individual behavior of professional or functional terms, in order to acquire individual with knowledge and expertise, and the collection of information that he is missing, and acquire him with behavioral patterns and appropriate skills, attitudes, and habits necessary to raise the individual efficiency, and increase productivity so fulfilled the conditions required to work, the emergence of the effectiveness with speed, and economy, as well as organizations interest in training, because what is spent where, represents an investment in human

resources, may have a return appears in the form of overall productivity, but at the individual level the importance of training shown reflected on knowledge, the skills and abilities, or change the previous views and ideas of individuals in line with the changes that occur in the work environment (Bosninih and Al-Farsi, 2003). Training is one of the activities that raise the capabilities and skills of the current and future workers; training is different from education, so that the training focuses on increasing the capabilities and skills to do a specific job, while education reported on increase in knowledge and perceptions that are not necessarily linked to specific action (Zuelv, 2003).

Rewards and motivation

Incentives received a great importance by scientists and researchers in many fields, it has begun so obvious through the old and modern scientific research and practical studies, so several definitions of researchers for the subject of incentives, though all of these definitions agree on the importance of incentives and its role in moving the energies of individuals and their abilities and push them to develop their skills and invest potential abilities, in addition to its role as an important tool to improve performance.

Incentive is an opportunity or means provided by the Organization's management for individuals employed to excite their desires and create incentive which they can get them through the effort, product and proper behavior in order to satisfy their needs they feel, and which need to be satisfied (Shawish, 1990). Incentives can be defined as influential and external factors that give rise to individual and move him to the performance of the work assigned to him better by satisfying his needs and his physical and moral desires (Al-Hiti, 2004). Incentives are the most important actors of attracting human resources, as well as to preserve and reduce turnover within the organization. As long as the incentives do not play its role in maintaining the staff, many of whom will not accept to continue to work in the organization, and always will be hoping to work outside the organization, and waits for the opportunity to work in any other organization that provides him compensation more (Gupta, 2009), in this context Kauanui (2004) underlines that the compensation offered by organizations to their employees play a key role in increasing their performance and productivity, where they can look at the incentive systems as a tool used by organizations to motivate employees on performance, and instill values and culture and encourage good behavior systems, which leads in the end, to enable organizations to achieve their goals.

Performance evaluation

Performance evaluation is a process by which the contributions of the individual of the organization assessed during a specific period of time, by providing feedback on their performance, which enables workers to identify the level of their performance compared to the standards (Al-Zayed, 2003). Performance evaluation is a formal system to review and evaluate the performance of the team or individual employee, which can maximize the strengths and overcome the flaws and weaknesses (Mondy and Noe, 2005).

Performance evaluation process helps in determining the strengths and weaknesses of the personnel, which helps in the development of individuals, and the information can be returned to individuals to let them know the quality of their performance, as information indicating a good level of performance support and stimulate individuals to perform better and increase their sense of respect for themselves and their competence, while information which indicates that the level of performance was not convincing, they help in providing advice to individuals and get them to develop and control over these negatives, and help in the necessary training, and development programs designed to overcome the weaknesses in the performance (Kamel, 1994).

2.4. Job satisfaction

The subject of satisfaction is one of the most topics addressed by the managerial, psychology and sociology scientists, as well as institutions of managerial and human resource development, as well as various institutions because of it is reflection on the productivity of workers in the organizations, and that by studying and analysis in order to take advantage of it to raise the performance of various organizations, which have realized the importance of human element as the real wealth of the work of both service and manufacturing organizations (Mohammed, 2005).

Lander (2009) sees that the concept of job satisfaction revolves around the core idea that: the satisfaction concentrated around the worker positive and negative position toward his work, and his appreciation for his work in terms of his tendency toward work, or if he hate work. Sairafi (2008) noted that the degree of satisfaction represents the difference between what you actually accomplish and what aspires to achieve. Hammami (2005) defined job satisfaction as an internal feeling which is positive about the work , through it, production can be increased, or the negative leads to inaction, and there are a number of things that affect it, including working conditions, the work itself, the system of rewards and incentives, and relationships with colleagues.

Al-saraf *et al.* (2004), see that job satisfaction is a trend toward work, trend components: a positive feeling about the work (employment or profession), or positive sentiment during the work practice, or a positive perception of the work, and the absence of work stress and anxiety surroundings. Another aspect of job satisfaction is the loyalty to the profession, which is sincerely working for his work and for the organization in which he operates. Shammari (2009) defined job satisfaction in a comprehensive way, where defined as a 'mental state or good emotional that up to the employee. It can be said that job satisfaction is the result of the individual's interaction with his job, and is a reflection of the extent of satisfaction which get it from this work, and membership, and interaction with the community of his work, and with internal and external business environment, and therefore refers to the total functional emotion or mental state felt by the individual about his work.

Many studies have been done on job satisfaction in the developed countries, if the employee is satisfied with his work, he feels psychological relieved and job security, which increases loyalty and belonging to an organization that works with. So it became on the organizations taking into account the direct sensations and feelings of employees and the groups to which they belong to toward their business performance, and to encourage their cooperation in order to achieve the organization's goals.

Some studies have also revealed that the existence of a relationship between dissatisfied individuals with their business and customer satisfaction and delight, it is the top priority for service organizations, and is characterized by a permanent connection and interaction between the client or the consumer and service provider, and looks the relationship between employee satisfaction and customer satisfaction is logical, since the employee who is satisfied with his work to be more playful with the client, and faster response to service which tends to be favored by the client (Lee *et al.*, 2006).

3. Research hypotheses

Based on the above literature reviewed, the research hypothesis is:

H1. Human resources management practices directly influences on Employees' job Satisfaction of Al-Rajhi Cement Factory

More specifically:

H1a. Human resources planning directly influences on Employees' job Satisfaction of Al- Rajhi Cement Factory.

H1b. Selection and appointment directly influences on Employees' job Satisfaction of Al- Rajhi Cement Factory.

H1c. Training programs directly influences on Employees' job Satisfaction of Al- Rajhi Cement Factory.

H1d. Rewards and motivation directly influences on Employees' job Satisfaction of Al- Rajhi Cement Factory.

H1e. Performance evaluation directly influences on Employees' job Satisfaction of Al- Rajhi Cement Factory.

4. Research framework

Based on study hypothesis, the following theoretical framework, shown in Figure 1, was proposed in order to show the relationships between Human resources management practices and Job satisfaction.

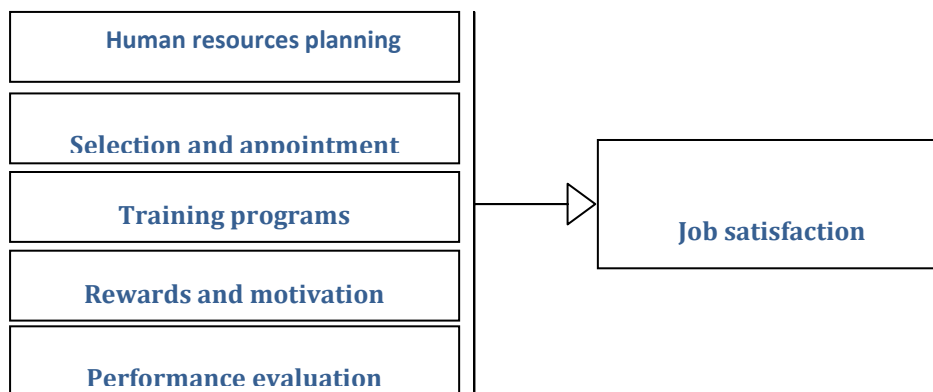


Figure 1. Theoretical Model

5. Methodology of research

In this section, we discuss measures, sample and data collection as well as the statistical tests used to evaluate the hypothesis.

5.1. Measures

The constructs in this study were developed by using measurement scales adopted from prior studies. Modifications were made to the scale to fit the purpose of the study. All constructs were measured using five-point Likert scales with anchors strongly disagree (= 1) and strongly agree (= 5). All items were positively worded. Human resources management practices consist of Human resources planning, Selection and appointment, Training programs, Rewards and motivation, and Performance evaluation were adapted from previous studies (Shay, 2006; López-Cabrales *et al.*, 2010). Job satisfaction was adapted from previous studies (Sammons, 2009; Crossman, 2003).

5.2. Sample

A study population consisted of all employees working at Al- Rajhi Cement Factory (400) employees; the researchers were permitted to deliver 300 questionnaires. The unit of analysis of this study was employees of Al- Rajhi Cement Factory. The questionnaires, with instructions of how to complete them, were distributed to respondents by an interviewer. Subjects were asked to assess their perceptions of various items of different constructs. Assessments were based on A Five-point Likert scale ranging from “strongly disagree (1) to “strongly agree (5) was used to measure the 59 items. In order to minimize possible response bias, instructions emphasized that the study focused only on their personal opinions. There were no rights or wrong answers. After completion, the questionnaires were checked and collected by the interviewer. However, due to some invalid questionnaires which were removed from the population. The total questionnaires were 241 valid for analysis, Table 1 shows the characteristics of the sample.

Table 1. Sample characteristics

Variable		Frequency	%
Age group	less than 30	53	12.77
	30- less than 40	111	46.05
	40- less than 50	49	20.33
	50 years and more	28	11.6
Experience	less than 5	49	20.33
	5- less than 10	133	55.17
	10- less than 15	38	15.77
	15 years and more	21	8.7
Educational level	Diploma	97	40.25
	Bachelor	130	53.94
	Master	11	4.56
	PhD	3	1.2

The largest group of respondents (**46.05**percent) was aged 30- less than 40. The next largest group (**20.33** percent) was aged 40- less than 50. Smaller groups of respondents were aged 50 years and more (**11.6** percent). With regard to educational level, respondents with Bachelor degrees were the largest group of respondents make (**53.94**percent), respondents with Diploma degrees make (**40.25**percent). Finally, holders of PhD degrees make (**1.2**percent) of the employees. The sample characteristics of the respondents represented in Table 1.

5.3. Data gathering

The research data was collected through the questionnaire. The questionnaire began with an introductory statement that asked respondents to administer their own responses, assured them of confidentiality, and so forth. This was followed by a request for demographic information and the measures. Data were collected through questionnaires. The study was based on the development and administration of a self-administered survey and conducted in Jordan.

5.4. Reliability and validity of the survey instrument

The survey instrument with 59 items was developed based on two variables: Human resources management practices as independent variables with five dimensions: Human resources planning (HRP1-HRP10), Selection and appointment (SA11-CI21), Rewards and motivation (RM22-RM29), Training programs (TP30-TP39), and Performance evaluation (PE40- PE 48), and Job satisfaction as dependent variables (JS49-JS59). The instrument was evaluated for reliability and validity. Reliability refers to the instrument's ability to provide consistent results in repeated uses (Gatewood and Field, 1990). Validity refers to the degree to which the instrument measures the concept the researcher wants to measure (Bagozzi and Phillips, 1982).

Table 2. Factor analysis of Human resources management practices

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Human resources planning (HRP)			3.654	52.367	.9195
HRP1	0.51	0.53			
HRP2	0.64	0.67			
HRP3	0.67	0.70			
HRP4	0.58	0.63			
HRP5	0.54	0.59			
HRP6	0.71	0.74			
HRP7	0.69	0.72			
HRP8	0.55	0.58			
HRP9	0.50	0.54			
HRP10	0.66	0.67			
Selection and appointment (SA)			2.638	56.428	.8614
SA11	0.52	0.56			
SA12	0.59	0.64			
SA13	0.57	0.63			
SA14	0.64	0.69			
SA15	0.63	0.67			
SA16	0.67	0.69			
SA17	0.75	0.78			
SA18	0.66	0.71			
SA19	0.72	0.74			
SA20	0.57	0.60			
SA21	0.54	0.57			
Rewards and motivation (RM)			2.687	60.581	.9212
RM22	0.52	0.57			
RM23	0.55	0.59			
RM24	0.59	0.62			

RM25	0.51	0.53			
RM26	0.57	0.59			
RM27	0.63	0.66			
RM28	0.64	0.68			
RM29	0.70	0.73			
Training programs (TP)			2.997	71.689	.8738
TP30	0.69	0.71			
TP31	0.57	0.61			
TP32	0.55	0.58			
TP33	0.54	0.57			
TP34	0.56	0.59			
TP35	0.68	0.71			
TP36	0.70	0.78			
TP37	0.57	0.64			
TP38	0.62	0.65			
TP39	0.66	0.69			
Performance evaluation (PE)			3.021	66.381	.9183
PE40	0.59	0.62			
PE41	0.54	0.55			
PE42	0.52	0.53			
PE43	0.57	0.64			
PE44	0.62	0.66			
PE45	0.68	0.71			
PE46	0.66	0.69			
PE47	0.75	0.78			
PE48	0.69	0.73			

Table 3. Factor analysis of Job satisfaction

Construct and item	Loadings	Communalities	Eigenvalue	Variance	Reliability
Job satisfaction (JS)			2.987	66.314	.9103
JS49	0.62	0.64			
JS50	0.59	0.62			
JS51	0.55	0.57			
JS52	0.57	0.60			
JS53	0.64	0.66			
JS54	0.66	0.67			
JS55	0.69	0.72			
JS56	0.52	0.54			
JS57	0.56	0.59			
JS58	0.51	0.53			
JS59	0.57	0.58			

Factor analysis and reliability analysis were used in order to determine the data reliability for the Human resources management practices, and Job satisfaction measures. A within factor, factor analysis was performed to assess convergent validity. The results of the factor analysis and reliability tests are presented in table 2 and table 3. All individual loadings were above the minimum of 0.5 recommended by Hair *et al.* (1998). For exploratory research, a Chronbach α greater than 0.70 is generally considerate reliable (Nunnally, 1978). Chronbach α statistics for the study contracts are shown in table II. Thus it can be concluded that the measures used in this study are valid and reliable. On the basis of Cattell (1966) and Hair *et al.* (1998) criterion, factors with eigenvalues greater than 1.0 and factor loadings that are equal to or greater than 0.50 were retained. 59 items, loading under five Human resources management practices and one factor of Job satisfaction.

Psychometric properties and dimensions of the revised Human resources management practices and Job satisfaction

Kaiser-Meyer-Olkin and Bartlett’s Test of Sphericity has been used as Pre-analysis testing for the suitability of the entire sample for factor analysis as recommended by Comrey (1978), the value of The Kaiser-Meyer-Olkin measure was used to assess the suitability of the sample for each unifactorial determination. The KMO values found (see Table 4) are generally considered acceptable (Kim and Mueller, 1978). All factors in each unifactorial test accounted for more than 52 percent of the variance of the respective variable sets. This suggests that only a small amount of the total variance for each group of variables is associated with causes other than the factor itself, and the Bartlett tests of sphericity was significant at $p < 0.05$, thus, indicating that the sample was suitable for factor analytic procedures (see Table 4).

Table 4. Kaiser-Meyer-Olkin and the Bartlett’s Test of Sphericity

Variables	Kaiser-Meyer-Olkin Values	Bartlett’s Test of Sphericity	
		Approx.Chi-Square	Sig.
Human resources planning	0.756	321.256	.000
Selection and appointment	0.812	346.389	.000
Training programs	0.769	423.638	.000
Rewards and motivation	0.772	501.231	.000
Performance evaluation	0.847	348.652	.000
Job satisfaction	0.763	297.982	.000

5.5. Descriptive statistics analysis

Table 5 indicates that employees of Al- Rajhi Cement Factory evaluate Selection and appointment (with the highest mean scores, i.e. $M = 3.87$, $SD=.792$) to be the most applied of Human resources management within their company and evident to a considerable extent, followed by Rewards and motivation ($M= 3.83$, $SD=.807$), Training programs ($M = 3.71$, $SD=.840$), Human resources planning ($M = 3.66$, $SD=.868$), and Performance evaluation (with the lowest mean scores $M = 3.57$, $SD=.866$). With regard to Job satisfaction employees of Al- Rajhi Cement Factory evaluate their satisfaction (with the high level, i.e. $M = 3.58$, $SD=0.914$).

Table 5. descriptive analysis of Human resources management practices and Job satisfaction

Dimension	Mean	Standard deviation
Human resources management practices	3.73	0.819
Human resources planning	3.66	.868
Selection and appointment	3.87	.792
Training programs	3.71	.840
Rewards and motivation	3.83	.807
Performance evaluation	3.57	.866
Job satisfaction	3.58	0.914

6. The results

Test of hypothesis

Multiple regression analysis was employed to test the hypotheses. It is a useful technique that can be used to analyze the relationship between a single dependent variable and several independent variables (Hair *et al.*, 1998). In this model, Job satisfaction acts as the dependent variable and Human resources management practices as the independent variables. From the result as shown in Table 6, the regression model was statistically significant ($F = 38.243$; $R^2 = .449$; $P = .000$). The R^2 is .449, which means that 44.9 per cent of the variation in Job satisfaction can be explained by Human resources planning, Selection and appointment, Training programs, Rewards and motivation, and Performance evaluation. The proposed model was adequate as the F-statistic = 38.243 was significant at the 5% level ($p < 0.05$). This indicates that

the overall model was reasonable fit and there was a statistically significant association between Human resources management practices and Job satisfaction. Table 6 also shows that Human resources planning ($p < 0.05$; $\beta = .287$), Selection and appointment ($\beta = .329$, $p < 0.05$), and Training programs ($\beta = 4.826$, $p < 0.05$), had a significant and positive effect on Job satisfaction. This provides evidence to support H1a, H1b, and H1c. Based on the β values Training programs has the highest impact on Job satisfaction followed by Selection and appointment, and Human resources planning. While rewards and motivation ($\beta = .158$, $p > 0.05$), Performance evaluation ($\beta = .113$, $p > 0.05$), this provides evidence that H1d, and H1e were not supported.

Table 6. Regression results between Human resources management practices and Job satisfaction

Independent variables	Standardized beta	t	Sig.	Tolerance	VIF
Human resources planning	.287	1.957	.050	.109	9.196
Selection and appointment	.329	2.186	.030	.104	9.628
Rewards and motivation	.158	1.206	.229	.136	7.364
Training programs	.733	4.826	.000	.102	9.838
Performance evaluation	.113	.866	.387	.138	7.246

Notes: R 2 = .449; Adj. R 2 = .437; Sig. F = 0.000; F-value = 38.243; dependent variable, Job satisfaction; $p < 0.05$

7. Results of discussion

- The average mean of the human resource management practices (human resources planning) (3.66), suggesting that the practice was on the high level of importance, but there is weakness in the function of appointment in the factory management, it was not based on job analysis, where results indicated that the practice is not at the high level of efficiency because the lack of good coordination between the job analysis and appointment, which is a weakness in the human resources in terms of the number and suitability for work, and the results showed a weakness in detecting danger as work turnover, and the knowledge of managerial centers that are expected to be vacant in the future, through the analysis of human resource inventory in the factory.

- The average mean of the practice of human resources management (training programs) (3.71), suggesting that the practice was on the high level of importance, but that there were weaknesses in the diversity of training program areas to cover various departments and sections of the factory, and the required tasks to perform the work, where the results indicated that the practice is not at the high level of efficiency and points to the lack of development in the training programs and the inability to identify training programs in accordance with the training needs of the employees.

- There is an acceptable level of job satisfaction, the average mean of job satisfaction was (3.579), but there are some gaps in achieving fully satisfaction, where the study pointed to the absence of a strong integration between the workers and the working group, as it is one of the important factors in achieving higher level of satisfaction. A study by Al-Omari (2005) has indicated that there is effect of the relationship between the colleagues and job satisfaction in the Arab Potash company, also pointed to the lack of eagerness of management in active way to solve any problem might be exposed to any employee, and the complete lack of satisfaction with the problems solution method within the working group.

- The results indicated that there is an effect of the three independent variables on the employees job satisfaction (human resources planning, recruitment and selection, training programs), a result which agreed with the study (Nihat *et al.*, 2010), which indicated a positive statistically significant for the activities of human resources on the employees job satisfaction.

- The results indicated that there is an impact of each of selection and recruitment, and training programs on the employees job satisfaction, the result of this study is agree with the of study Nihat *et al.* (2010) which found a positive effect for the activities of human resources on the employees job satisfaction.

- There is no impact of incentives and rewards on the employees job satisfaction at Al Rajhi factory, differed this result with the findings of most studies, the researchers due reason for this is that there are

other factors that have had the biggest impact, the matter which weakening the impact of incentives on job satisfaction for workers, as the existence of a favorable environment.

- There is no impact of performance evaluation on the employees job satisfaction at Al Rajhi factory,, differed this result with the findings of the Hawamdeh's study (2007), which indicated that there is a statistically significant relationship across all areas of performance evaluation on the employees job satisfaction.

8. Recommendations

Based on the study results, the researchers recommend the owners, management, and decision makers of Al Rajhi factory to:

1. To promote the adoption of the results of job analysis, to make the appointment decision. where the results indicated that the practice is not at the high level of efficiency and therefore coordination must be found between job analysis and assign appropriate individuals in accordance with the nature of the work required and needed by the factory, the researchers suggest creating job analysis system associated electronically with HR departments, to make appropriate decisions in the polarization and appointment.

2. Work to find the appropriate mechanism in the human resources planning, including reveals danger zones (ex: job turnover), and to get knowledge about the managerial centers that are expected to be vacant in the future, through human resource inventory analysis at the factory, and the work of polls about the problems, pressures, and working conditions that may cause a low level of job satisfaction.

3. Work on the diversification of training programs areas, to cover various departments and sections of the plant, and the required tasks to perform the work, and the need to develop training programs and identify new training programs that fit the training needs of workers, with the need to provide experts to identify employees training needs, and to determine appropriate courses to cover those needs.

4. Disseminate the results of the current study and the need to conduct research and studies related to the strategic practices of human resource management in the major industrial enterprises in Jordan.

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