

EFFECT OF JOB SATISFACTION ON THE RELATIONSHIP OF HRM PRACTICES AND EMPLOYEE PERFORMANCE: EMPIRICAL EVIDENCE FROM IT SECTORS OF ODISHA, INDIA

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Abstract

Employee performance is essential for organizations to achieve their strategic objectives. When employees are satisfied with their jobs, they are more motivated to perform well. They feel a sense of purpose and fulfillment, which drives them to put in their best efforts and excel in their tasks. Satisfied employees tend to have better job performance as they are more focused, attentive, and dedicated to their work. They demonstrate higher levels of creativity, problem-solving abilities, and critical thinking, leading to improved outcomes and results. The present study aims to investigate the way job satisfaction is related to human resource management practices, specifically performance appraisal and training, in the Information Technology (IT) sector of Odisha, India. Although a considerable number of studies have extensively investigated this research topic, there is little research focusing on human resource management (HRM) practices in Indian IT sectors. Therefore, this article seeks to examine the impact of job satisfaction on the relationship between HRM practices and employee performance, with a special focus on selected IT sectors in Odisha, India, using Structural Equation Modeling. The findings of this study reveal a positive impact of performance appraisal and training practices on job satisfaction, as well as a positive impact of job satisfaction on employee performance. These results suggest that effective performance appraisal systems and robust training practices can contribute to increased job satisfaction and subsequently enhance employee performance. This research endeavors to advance the comprehension of the complex interrelationships among job satisfaction, performance appraisal, training and development, and employee performance within the framework of HRM practices in the IT sectors of Odisha, India.

Keywords: HRM practices, Employee performance, IT sector, Odisha.

Introduction

In the current business landscape, strategic planning and resource optimization have become imperative for the success and survival of companies (Ahlvik et al., 2016). To thrive in the global economy, organizations must strengthen themselves by implementing effective business policies that lead to success and long-term sustainability. Among the key resources at their disposal, human resources (HR) play a crucial role, and the proper management of HR can greatly contribute to the achievement of organizational goals and objectives (Abdul-Halim et al., 2016). Human resource management practices (HRMP) play a crucial role in establishing and nurturing mutually beneficial relationships between organizations and their employees based on trust and shared responsibilities (Koster, 2011). Organizations are expected to invest significantly in HRMP to gain a competitive advantage (Becker & Huselid, 1998). Khan (2010)

proposed the need for a well-defined approach to develop and implement HRMP to achieve competitive objectives in the workplace. HRMP encompasses the activities undertaken by an organization to manage its workforce effectively and ensure their alignment with the organization's goals (Schuler & Jackson, 1987).

Human resource management (HRM) has gained significant importance all over the world over the past few years. The impact of HRMP on performance and job satisfaction has garnered global attention in recent years (Mohammad et al. 2017). Organizations that prioritize these HRMPs create a sense of security and comfort among their employees, leading to improved job performance (Saleem & Khurshid, 2014). Investing in employees' training and development (TD) programs has been found to enhance employee performance (EP). A study by Chang and Huang (2018) demonstrated that TD positively influences EP by improving knowledge, skills, and abilities. Effective performance appraisal (PA) systems can provide employees with feedback, recognition, and goal clarity, leading to improved performance. TD plays a crucial role in enhancing EP by improving their skills and correcting their behavior. TD is recognized as a valuable tool for improving workplace performance (Dessler, 2007). A meta-analysis by Smither, London, and Reilly (2005) revealed a moderate but positive relationship between PA and EP. According to Kampkotter (2017), PA has a positive impact on worker satisfaction. When the appraisal aligns with employees' actual performance, it serves as a source of motivation. Conversely, if the appraisal does not accurately reflect performance, it can demotivate employees. Effective PA enhances employee motivation, fosters positive organizational behavior such as organizational citizenship behavior, reduces absenteeism, and promotes employee retention. Ultimately, this contributes to the overall effectiveness and efficiency of the organization's operations. Zhang et al. (2019) highlighted that when organizations implement effective HRMP, it can contribute to employees feelings of satisfaction with their compensation. Additionally, they noted that HRM practices can influence the sense of belonging or attachment that employees feel towards their organization. By implementing strategies that promote employee engagement and a positive work environment, HRM practices can foster a sense of connection and satisfaction among employees. Supporting this perspective, Khan et al. (2016) found a positive relationship between EP and job satisfaction (JS). The study suggested that when satisfied, employees tend to carry out their tasks with meticulousness and attentiveness. This heightened sense of JS among higher-level employees can contribute to enhanced performance and overall organizational success. The objective of this study is to examine how job satisfaction has an impact on the relationship between human resource management (HRM) practices and employee performance, specifically focusing on performance appraisal and training and development as key facets of HRM.

By considering these aspects, the study aims to explore how job satisfaction impacts the effectiveness of HRM practices in shaping employee performance. Through empirical analysis, this research aims to enhance our understanding of the connection between job satisfaction, performance appraisal, training and development, and employee performance within the context of HRM practices in IT sectors operating in Odisha, India. Odisha is chosen as the study area as the state has been making significant strides in establishing itself as a growing IT sector hub, attracting investments, and creating employment opportunities in the field of Information Technology.

This article starts with an introductory overview, followed by an extensive review of relevant literature, focusing primarily on the interrelationship between HR practices and employee performance. The subsequent section outlines the study's objectives and provides a detailed explanation of the framework that serves as the basis for the proposed testing model. Following that, the research methodology is presented, and the results are analyzed utilizing structural equation modeling (SEM). In conclusion, the article extensively discusses the findings, acknowledges any limitations encountered during the study, and offers practical implications for managers to consider.

Review of Literatures

Human resource functions encompass a range of practices that are crucial in establishing a foundation for achieving high levels of worker contentment and performance (Albrecht et al., 2015). Organizations recognize the value of their employees as contributors to their growth and success (Singh & Kassa, 2016). HRM has become increasingly important in contributing to organizational performance worldwide (Rehman, 2012). Human resources within an organization serve as the key to improving EP, and this can be achieved through the implementation of effective HRMP (Kerdpitak & Jernsittiparsert, 2020). Various HRMPs have been linked to multiple managerial functions. Implementing these practices maximizes employee competencies within the organization (Saleem & Khurshid, 2014).

HRMPs have a significant impact on employee performance, which leads to organizational performance. The implementation of these practices contributes to enhanced employee satisfaction and performance (Quresh et al., 2010). Previous studies have consistently shown a positive relationship between HRMP and EP (Tabiu & Nura, 2013). Employee job performance encompasses observable behaviors displayed within the work environment and the tangible results of their work efforts. It is influenced by various factors, including HRMP, that directly impact this relationship (Ahmad & Shahzad, 2011). Researchers have also found significant and positive effects of HRMP like recruitment and selection, job satisfaction, PA, and TD on EP and productivity (Nadarajah et al., 2012; Shah et al., 2012). Numerous human resource practices within organizations have an impact on job satisfaction among employees. One such practice is TD, which is considered an effective organizational strategy that equips employees with job-related skills and enhances their sense of job security in the workplace (Dhar, 2015). Thus, T&D plays a significant role in driving employee motivation and performance within organizations. In their study, Mehreza and Bakria (2019) examined the influence of strategic HRM on job satisfaction and identified a probable positive relationship between strategic HRM and certain aspects of job satisfaction. They found that implementing strategic HRM practices can have a beneficial impact on employee job satisfaction. Gurbuz (2009) suggested that organizations should adopt appropriate HRMP to promote individual job satisfaction, as it brings various important benefits to the organization. Langer, Feeney, and Lee (2019) also found a positive association between strategic HRMP and employee work satisfaction. Their research indicated that organizations that implement strategic HRMP are more likely to have employees who experience higher levels of work satisfaction. Thus, HRMP can contribute positively to overall employee satisfaction in the workplace. Abdulkhaliq and Mohammadali (2019) highlighted the positive and significant impact of job satisfaction on EP. Their research emphasized that employees are not only the most valuable asset of any organization but also have the potential to enhance productivity and profitability.

While the importance of HR practices in shaping EP has been acknowledged in existing literature, there is a noticeable dearth of studies exploring this relationship in developing countries like India, particularly in the context of IT sectors in Odisha. This study endeavors to address this void by investigating the influence of HRMP on the performance of employees, with a specific focus on variables such as performance appraisal and training and development. By investigating these aspects, the study seeks to shed light on the influence of HR practices on meeting employees' physiological needs in developing country contexts, where research in this area has been limited and insufficiently addressed.

The objective of this study is to explore the role of job satisfaction in shaping the connection between human resource management (HRM) practices and employee performance, with a specific focus on performance appraisal and training and development as integral components of HRM.

Hypothesis and Model Development

Human Resource Practices and Employee performance

HRMPs are considered essential for organizations to achieve their goals and gain a competitive edge (Hassan, 2016). In the current business landscape, HRMP plays a pivotal role in enhancing performance. Traditionally, HRMP encompasses four key areas: recruitment and selection, TD, PA, and reward and compensation. These practices have been tested and proven effective in organizations. However, with the advent of globalization and increased flexibility in the workplace, HRMP has evolved to address new challenges and opportunities. In the context of globalization and the evolving business landscape, organizations are adopting diverse HRMPs to ensure optimal EP (Delery & Doty, 1996; Nataraja & Alamri, 2016). These practices are essential for creating a successful work environment by placing the right individuals in appropriate roles (Cania, 2014). HR Managers play a crucial role in implementing effective policies that maximize employee productivity. Therefore, managers must exercise careful consideration when implementing HRMP to avoid any errors that could lead to dissatisfaction (Guest, 2017). Moreover, in various fields, HRMP has shown a positive and significant relationship with EP (Shakeel & Lodhi, 2015).

Training & Development and Employee Performance

TD programs play a crucial role in enhancing employee performance through training initiatives. These training opportunities enable employees to enhance their skills and stay updated with the latest knowledge in their respective fields. While TD practices are commonly implemented in manufacturing industries to develop employees, the service sector often overlooks the importance of HRM in driving performance (Gan & Yusof, 2019). In order to enhance satisfaction and performance in the workplace, organizations should prioritize the provision of high-quality TD programs (Ahmad & Schroeder, 2003). These programs enable employees to acquire the job skills necessary for their roles and improve their performance. TD opportunities not only equip employees with knowledge but also enhance their capabilities to sustain and excel in their performance (Atteya, 2012). TDs have been recognized as influential factors that contribute to efficiency and employee performance (Tahir et al., 2014). Research suggests that TD practices serve as learning opportunities that enable employees to enhance their skills and knowledge, leading to improved performance (Dermol et al., 2013). Recent studies have highlighted that training addresses employees' crucial needs and enhances

their capabilities to effectively contribute towards organizational objectives (Talwar and Thakur, 2016).

Performance Appraisal and Employee Performance

Wayne and Kacmar (1991) highlighted that PA can be an unpleasant process due to its potential to lead to negative social consequences, primarily resulting from inadequate appraisal practices that involve low and/or unfair ratings. However, it is worth noting that employees who are satisfied with their PA in the workplace tend to exhibit higher effectiveness and efficiency in their tasks. This was demonstrated by Khan (2009) in a study examining the impact of PA on job performance and satisfaction. Additionally, Ahmed and Ahmed (2010) investigated the influence of PA on employee attitudes and organizational outcomes and found that a well-designed PA system can reduce turnover and enhance employee performance and satisfaction. Darehzereshki (2013) and Deepa and Kuppusamy (2014) concluded that PA has the potential to generate satisfaction among employees, leading to enhanced employee performance, thereby offering a competitive advantage to organizations. Providing employees with PAs serves as a motivational tool, encouraging them to perform at their best. Recognizing and rewarding employees for their performance can boost their motivation and engagement levels. Andoh-Mensah et al. (2019) identified a positive correlation between PA and EP, suggesting that PA contributes to improving staff performance. Additionally, PA serves various purposes, such as facilitating growth and development opportunities, addressing areas for improvement, providing feedback on employee efficiency, and functioning as a tool for organizational control. Ugoani (2020) also acknowledged a beneficial association between performance evaluation and EP, emphasizing that employee behavior significantly impacts organizational productivity.

Job satisfaction and Employee Performance

Chetty and Phung (2018) defined JS as the overall assessment of one's work within a company. JS can be linked to a mechanism that influences the internal environment, affecting EP. It reflects employees' perceptions of their own jobs (Locke, 1976) and plays a crucial role in determining their attitudes and level of satisfaction with their work. Satisfied employees are motivated to demonstrate care for others and serve the company more effectively (Paul, 2013). Employee satisfaction is an essential factor for organizational productivity and success. Consequently, organizations have placed greater emphasis on ensuring employee job satisfaction. Mira, Choong, and Thim (2019) emphasized the significant impact of human resources management strategies on driving organizations towards competitive advantage within a rapidly evolving global market. Their research established a positive association between HRMP and EP. Similarly, Rodjam et al. (2020) affirmed that HRM strategies exhibit a positive correlation with JS as they profoundly influence industry profit margins. Nonetheless, they emphasized the necessity of implementing HRMP in developing economies. Based on theoretical and empirical evidence, it is reasonable to propose the following hypotheses.

H1: There is a significant positive relation between performance appraisal and job satisfaction.

H2: There is a significant positive relation between training & development and job satisfaction.

H3: There is a significant positive relation between job satisfaction and employee performance.

Research Methodology

The study focused on employees working in IT companies operating in Odisha, specifically CSM Technology, Infosys, TCS, Wipro, and Tech Mahindra. To ensure consistent measurement of various variables in the study, data were collected from respondents using a structured questionnaire that employed Likert's five-point scale. This scale ranged from 1 (strongly disagree) to 5 (strongly agree). The survey instruments utilized in this study were adapted from previous research conducted by Quresh et al. (2010) and Shahzad et al. (2008) for HR practices with a total of 10 items; by Tsui et al. (1992) for Job satisfaction with a total of 6 items; and by Shahzad et al. (2008) with 5 items for Employee performance. The survey questionnaire consisted of 21 items categorized under different scales to assess the variables of interest in this study, namely job satisfaction, HR practices, and employee job performance. This study made use of purposive sampling due to the impracticality of contacting every employee in the IT sector. A pilot study was conducted with 50 respondents prior to the main survey, leading to minor adjustments in the survey instrument. The questionnaire's validity was ensured through informal interviews with HR department managers, which helped gather feedback and identify any issues. Their input was used to improve the questionnaire's clarity and relevance. The finalized questionnaire was then distributed randomly among 800 employees of sample IT sectors. After screening, 753 questionnaires were considered valid for final analysis, with an acceptable sample size and response rate (Cochran, 1977).

Data-analysis procedures

In this study, structural equation modeling (SEM) was employed to investigate the intricate relationships between variables and generate comprehensive results for analyzing theoretical models. SEM empowers researchers to concurrently evaluate multiple intricate hypotheses by examining the influence of various independent and dependent elements within a highly structured model (Anderson and Gerbing, 1988; Byrne, 2010).

Scale Reliability

The coefficient alpha method is utilized to assess the internal consistency of a scale to ascertain the extent to which the scale's items measure the same underlying constructs (Sekaran, 2010). In this study, the reliability of the scales is presumed to be satisfactory if the Cronbach's alpha value (Table 1) for each tool surpasses the recommended threshold of 0.60, which has been suggested by researchers (Hair et al., 2010).

Table No- 1: Reliability of employee performance and their performance appraisal.

Constructs	N	Alpha
Employee performance	5	.963
Training and Development	5	.976
Performance Appraisal	5	.882
Job Satisfaction	6	.945

Source: Authors' Calculation

Convergent validity

The validity is established through Composite reliability (CR), Factor loadings, and Average Variance explained (AVE). These values exceed the recommended threshold of 0.7 for CR, 0.5 for AVE, $CR > AVE$, and significant factor loading ($C.R. > 1.96$) of more than 0.50 (Hair et al., 2010). The calculated values of AVE and CR are tabulated below (table no. 2).

Table No- 2: Convergent validity estimation.

Variables	Estimate	CR	AVE
TR1	0.883		
TR2	0.963		
TR3	0.961		
TR4	0.95		
TR5	0.961	0.89	0.97
PA1	0.705		
PA2	0.854		
PA3	0.835		
PA4	0.762		
PA5	0.7	0.6	0.88
EP1	0.904		
EP2	0.903		
EP3	0.901		
EP4	0.866		
EP5	0.955	0.82	0.95
JS1	0.86		
JS2	0.659		
JS3	0.779		
JS4	0.958		
JS5	0.971		
JS6	0.953	0.75	0.94

Source: Authors' Calculation

Discriminant Validity

The sample data confirms discriminant validity (Table No. 3) as AVE > Correlation coefficients between different constructs (Hair et al., 2011).

Table No- 3: Discriminant validity calculation.

	\sqrt{AVE}	EP	TD	JS	PA
EP	0.97	1	0.196	0.124	0.297
TD	0.98	0.196	1	0.119	0.169
JS	0.96	0.124	0.119	1	0.116
PA	0.93	0.297	0.169	0.116	1

Source: Authors' Calculation

Measurement Model

Goodness-of-fit indices were estimated for each latent construct as a separate model, following the guidelines proposed by Schreiber et al. (2006). The results demonstrated acceptable model fit indices, as presented in table-4.

Table No-4: Model fit calculation.

Fit Index	Value
CMIN/DF	2.711
GFI	.942
AGFI	.924

CFI	.983
RMSEA	.048
P-CLOSE	.763

Source: Authors' Calculation

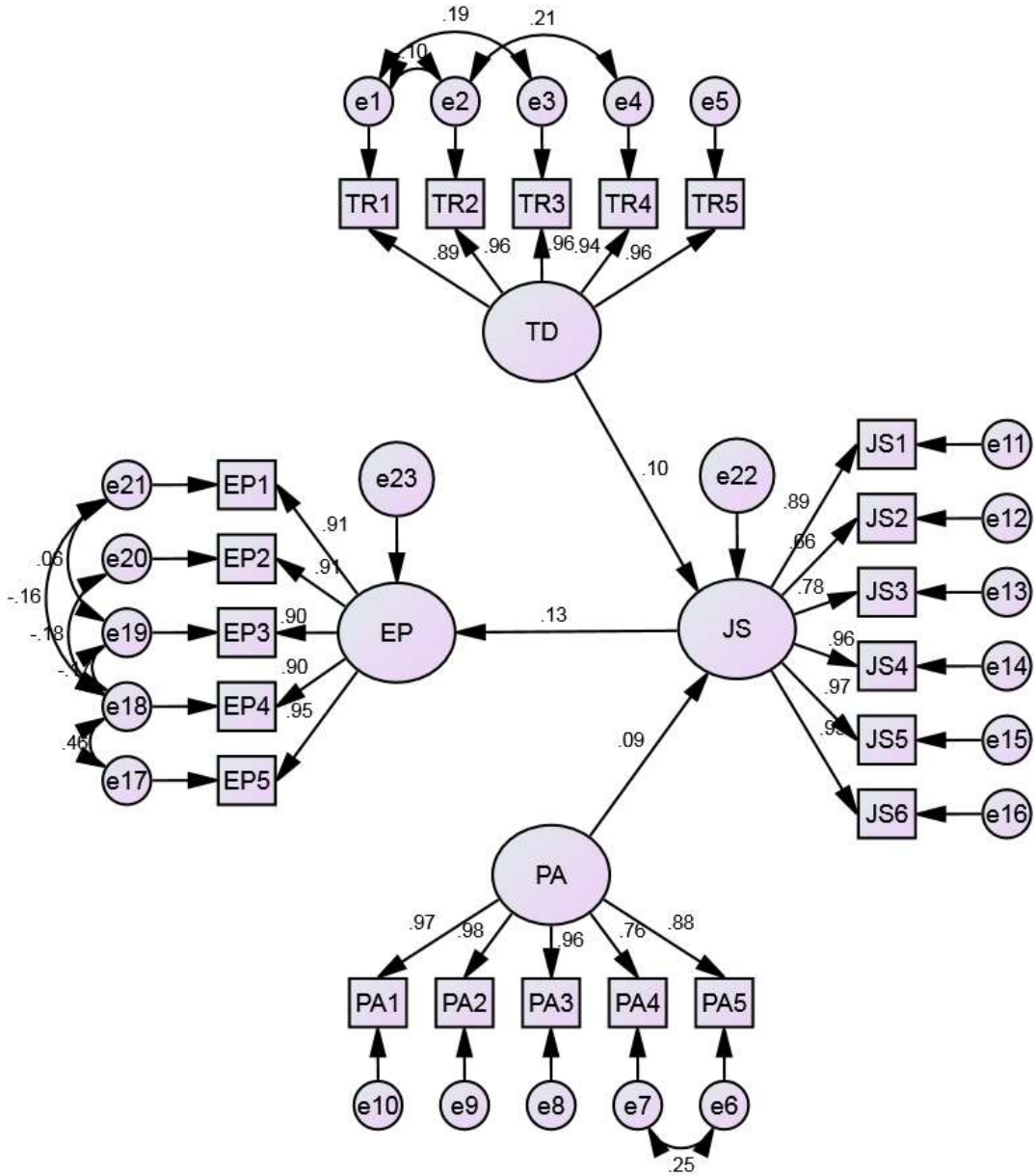
Results of Hypothesis Testing

The developed hypotheses were tested using path analysis (Figure 1). The table 5 displays the regression weights and critical ratio, indicating the strength of the associations between variables. It was found that- Training & Development (TD) ($p < 0.05$) and Performance Appraisal (AP) ($p < 0.05$) showed strong association with Job satisfaction (JS). Similarly, Job Satisfaction ($***p < 0.05$) exhibited a strong association with Employee performance (EP). Thus, hypothesis H1, H2 and H3 are accepted (Table no-5).

Table No- 5: Regression Weights calculation.

Variable	Variable	Estimate	S.E.	C.R.	P
JS	<- TD	.107	.038	2.824	.005
JS	<- PA	.122	.048	2.543	.011
EP	<- JS	.132	.038	3.474	***
TR1	<- TD	1.000			
TR2	<- TD	1.026	.024	42.415	***
TR3	<- TD	1.038	.021	49.367	***
TR4	<- TD	1.007	.024	42.210	***
TR5	<- TD	1.040	.023	45.010	***
PA5	<- PA	1.000			
PA4	<- PA	1.107	.054	20.531	***
PA3	<- PA	1.181	.058	20.318	***
PA2	<- PA	1.239	.060	20.616	***
PA1	<- PA	1.009	.057	17.580	***
JS1	<- JS	1.000			
JS2	<- JS	.763	.036	21.058	***
JS3	<- JS	.879	.032	27.085	***
JS4	<- JS	1.072	.026	40.576	***
JS5	<- JS	1.076	.026	41.897	***
JS6	<- JS	1.068	.027	40.055	***
EP5	<- EP	1.000			
EP4	<- EP	.961	.119	8.053	***
EP3	<- EP	.945	.021	44.848	***
EP2	<- EP	.996	.021	47.039	***
EP1	<- EP	.970	.021	46.665	***

Figure-1: Path Diagram TD, JS, PA.



Discussion

The findings of the study have served as validation for the proposed theoretical model. Through rigorous data analysis and statistical testing, we have obtained results that support and reinforce the theoretical foundation upon which our research is built. The statistical analysis has revealed that all HRMP practices examined have a significant positive effect on job satisfaction, and job satisfaction has a significant positive impact on employee performance.

Performance Appraisal has a loading of 0.10 on Job Satisfaction. This means that a one-unit change in the performance appraisal practices will result in a 0.10-unit change in Job Satisfaction. The research revealed a significant positive impact of PA on JS. The finding is consistent with previous studies. (Andoh-Mensah, et al., 2019; Mensah, et al., 2019; Ugoani, 2020) Similarly, TD has a loading of 0.10. This means that a one-unit change in TD practices will result in a 0.10-unit change in JS. There is a significant positive impact of TD on JS. The result is in line with previous studies (Dermol et al., 2013; Tahir et al., 2014; Dermol et al., 2013; Talwar and Thakur, 2016). In similar fashion, JS has a loading of 0.13 on EP, indicating a significant positive impact of JS on EP. The result aligns with the previous studies (Choong and Thim, 2019; Rodjam et al., 2020).

Through this extensive research, the researcher uncovered undeniable evidence that clearly demonstrates the substantial positive influence of Performance Appraisal on Job Satisfaction. Performance Appraisal, as a systematic evaluation process, plays a pivotal role in assessing an employee's performance, providing constructive feedback, and identifying areas for improvement. The research revealed that when organizations implement effective Performance Appraisal systems, employees experience higher levels of job satisfaction. By providing employees with recognition, fostering open communication, and enabling professional development, organizations can create a work environment that promotes job satisfaction and, consequently, enhances employee morale and productivity. Implementing effective Performance Appraisal systems can prove instrumental in creating a content workforce.

The research has also yielded compelling evidence supporting the significant positive effect of Training and Development on Job Satisfaction. Training and Development initiatives play a pivotal role in enhancing employees' skills, knowledge, and competencies. The findings revealed that when organizations invest in comprehensive training programs, employees experience higher levels of job satisfaction. By investing in employee development, organizations create an environment that fosters personal growth, reduces stress, and offers career progression opportunities. These factors collectively contribute to heightened levels of job satisfaction among employees, resulting in increased motivation, productivity, and overall organizational success.

Furthermore, the study has uncovered substantial evidence highlighting the significant positive impact of Job Satisfaction on Employee Performance. Job Satisfaction, characterized by an employee's contentment and fulfillment in their role, has been found to have a profound influence on Employee Performance. The findings indicate that when employees experience high levels of job satisfaction, they are more likely to demonstrate enhanced performance in their tasks and responsibilities. By cultivating a work environment that prioritizes employee satisfaction, organizations can effectively enhance employee motivation, well-being, and commitment, leading to improved performance outcomes. Recognizing and addressing factors that contribute to job satisfaction can be instrumental in maximizing employee potential and overall organizational success.

It is therefore essential to acknowledge that Training Practices and Performance appraisals should be regarded as vital HR practices within an organization. These practices play a substantial role in improving job satisfaction and employee performance. Thus, organizations should place a priority on implementing effective training programs and performance appraisal systems, guaranteeing that employees receive the essential support, feedback, and growth opportunities they need.

Conclusion

The increasing importance of human capital and knowledge management in attaining competitive success highlights the crucial role of HR in driving organizational achievements. With a growing understanding of the significance of effectively managing human resources, the application of HR practices becomes indispensable for maintaining competitiveness and ensuring sustained growth. These practices serve as a cornerstone for leveraging employees' potential and optimizing their contributions towards organizational objectives, thereby ensuring long-term success and viability.

HRM practices exert a significant influence on job satisfaction, which, in turn, greatly impacts employee performance. Key HRM practices such as training and development, as well as performance appraisal, play a vital role in shaping employee performance. Moreover, these practices directly affect job satisfaction, thereby influence employee performance. By strategically aligning these HR practices with the overall organizational strategy, companies can ensure that they have the right people in the right positions, equipped with the necessary skills and knowledge to drive the company forward. The findings of the study emphasized the importance for organizations to prioritize the improvement of their HRM practices in order to enhance job satisfaction, ultimately leading to improved employee performance.

In conclusion, job satisfaction plays a pivotal role in the relationship between HRM practices and employee performance. Enhancing HRM practices can positively influence job satisfaction, leading to improved employee performance. Continuous research and exploration in this area will contribute to a more comprehensive understanding of how HRM practices shape job satisfaction and, consequently, employee performance.

Managerial Implications

In order to gain a competitive edge, many organizations are placing strong emphasis on effective HRMP to address the challenges within organizations. By implementing these practices, organizations can improve their overall performance. HRMP, including training and development and performance appraisal, contributes to improved employee performance and satisfaction. By investing in their employees' growth and providing opportunities for development, organizations can boost their performance and productivity. Well-trained employees are better equipped to handle the challenges presented by globalization. Similarly, performance appraisal systems play a crucial role in evaluating and recognizing employees' contributions. Through formal and informal reward systems, employees receive feedback on their performance, which motivates them to continue performing at a high level. This recognition fosters a positive work environment and encourages employees to strive for excellence. HRM practices play a critical role in addressing the challenges posed by globalization. Job satisfaction fosters a sense of loyalty and commitment towards the organization. Employees who are satisfied with their jobs are more likely to stay with the company for a longer duration. This continuity allows them to build expertise, contribute to

long-term projects, and positively impact overall performance. By prioritizing employee satisfaction and performance through effective HRM practices, organizations can enhance their competitiveness in the global market. These practices create a positive work environment.

Future Research and Limitations

Although this study provides valuable theoretical and managerial insights, it is crucial to recognize its limitations and pave the way for future research. Primarily, this study concentrated on a limited number of HRM practices, namely training and development, performance appraisal, and job satisfaction. However, there is a need for further investigation to explore the intricate mechanisms through which HRM practices influence job satisfaction, organizational performance, and long-term success. Gaining a deeper understanding of these mechanisms will offer organizations valuable insights to optimize their HRM strategies and cultivate a work environment that maximizes both employee satisfaction and performance. In order to comprehensively grasp the impact of HRM practices, future research should encompass a broader range of HRM practices and investigate their relationship with various organizational factors. Additionally, it is important to consider the role of contextual factors, such as organizational culture and leadership styles, in shaping the relationship between HRM practices and organizational success. By addressing these limitations and conducting more comprehensive research, we can advance our understanding of the complex dynamics between HRM practices, job satisfaction, and organizational performance, enabling organizations to implement more effective HRM strategies and foster sustainable success.

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