

# Human Resource Practice and Job Satisfaction in Private College of Kathmandu

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**Received Date** 17 February 2024 **Accepted Date** 19 March 2024 **Published Date** 22 March 2024

## ABSTRACT

Human resource practice includes conducting job analyses, planning personnel needs, recruiting the right people for the right job at the right time, performance appraisal, orienting and training, rewarding, new job opportunities, motivate them. This study is related to the impact of HR practices on employee job satisfaction. In private colleges of Kathmandu, employees are not satisfied with their jobs even in the presence of HR practices. For this study convenience, sampling technique is used and the limitations of our study are the private colleges in Kathmandu. A questionnaire has been used to collect primary data based on structured questions. The study's hypothesis was tested through correlation and regression analysis to inspect employee satisfaction. Findings investigate a significant relationship between HR Practice and job satisfaction. Moreover, salary, reward and recognition, career advancement, promotion, new job opportunities, participation in decision-making and working environment positively affect job satisfaction. Results show that HR practices (recruitment and selection, salary, training and development, new job opportunities, rewards, recognition, and motivation) have more significant effects on employees' job satisfaction in comparison to the Working Environment. The empirical findings concluded that best HR Practices have a significant and positive effect on employee job satisfaction. Therefore, it is clear that employers should understand and implement the HR Practices correctly to take good work from their employees. Further research may be done to achieve a high level of job satisfaction.

## KEYWORDS

Compensation, Development, HR practice, Job Satisfaction, Pay Package, Recruitment, Selection, Training, Working Environment

## INTRODUCTION

Every organization needs the best performance from their employees towards the achievement of the organizational goals through the demonstration of the tasks innovatively and effectively in this modern

competitive era of business (Katz, 1964). To achieve this goal, most organizations invest their capital in human resources and practice the human resources in their respective organizations like recruitment and selection, providing a healthy working environment, training their employees in new working techniques and paying handsome compensation and pay packages, appraisal systems and finally award the financial or non-financial reward which ultimately motivate their employees to achieve their organizational goals (Dessler, 2009).

Previous researchers advocated that HR practices are very much integrated with the job satisfaction of the employees (Koch & McGrath, 1996; Huselid, 1995). These HR practices positively affect the employee's commitment and effectiveness of organizations (Yeung & Berman, 1997).

The education sector plays a vital role in the process of development of any country. Nowadays investors learn the importance of education and get the idea that education is a very lucrative market in the business sector. In Kathmandu, the education sector is a very profitable business nowadays.

Job Satisfaction of employees of college attracts academic scholars, social scientists, and many more brilliant scholars from different fields. Past studies emphasized that the quality of education cannot be provided to the students without satisfied employees of colleges. This is the reason, which is being adopted by most colleges across the globe to provide a healthy, conducive, peaceful working environment along with financial benefits for the employees of the colleges to get more satisfaction in their jobs (Hyder & Batool, 2013).

According to the previous research, employees working in private colleges are less satisfied with their jobs as compared to the public sector colleges (Hyder & Batool, 2013). The main purpose of this research is to identify the reason for the unsatisfied employees towards their jobs in private colleges of Kathmandu. Most of the researches were conducted on the job satisfaction of college employees of Kathmandu in public colleges. This research provides the comprehensive reasons why the employees of the private colleges are less satisfied with their jobs.

## **Recruitment and selection**

Recruitment and selection contain the two major interrelated variables. First, recruitment means creating a set of suitable incumbents who are most suitable for the job in an organization and the selection is a transformational process of the suitable individuals from the recruitment process for doing work under the policies and objectives of the management of the organization (Bratton & Gold, 2012). Recruitment is the process of filling vacant positions in organizations by sufficient characteristics in the applicants, which ultimately meet the requirements and expectations of the organization (Shen & Edwards, 2004). According to this concept, the HR Manager has an indispensable role in hiring suitable incumbents who have required capabilities and competencies that organizations require for the advertised positions (Marques, 2007). R & S plays a vital role in the success of the organizations and prime importance towards job satisfaction for obtaining high-quality professionals but it is not an easy task for the organizations to hire the most suitable incumbents (Gopinath & Shibu, 2014).

## Salary (financial rewards)

According to Jenkins (1994) and Lawler (1990), salary is the financial compensation an employee receives for performing the jobs and parts of an employee's compensation package, benefits, and motivational factors.

Awareness about the pay package satisfies more employees and pays more attention to the satisfaction of the workplace rather than the negative awareness creating negative affectivity on the satisfaction of the workplace. Organ (1994) revealed that positive and negative awareness about salary plays a vital role in job satisfaction. A low level of salary satisfaction affects job performance. In the modern era, organizations introduce unified salary packages to enhance the performance level of the employees such as incentives in groups and profits distribution schemes (Solomon, 1986). Apparent justice in the distribution of incentive policies causes pleasure in the employees. Integrated distribution of the compensation results in uplifting the employees towards their jobs (Fong, Shaffer, & Centre, 2001). Flaherty and Pappas (2002) claimed that more turnover and lower job satisfaction were seen in the employees who paid a fixed pay package rather than the salespeople with lower turnover and high levels of satisfaction in the organizations. A well-established relationship was seen between salary level and job satisfaction without any complexity (Herzberg, Mausner, Peterson, & Capwell, 1957). Previous research revealed that there is a positive relationship between compensation and pay package with job satisfaction, the higher the pay package higher the job satisfaction and the lower the pay package lower the job satisfaction (Beutell, Nicholas, Wittig-Berman, & Ursula, 1999; Igalens & Roussel, 1998).

## Non-financial reward and recognition

Reward is a vital element in any organization to build and retain the employees' commitment towards the organization and setting the performance standards (Wang, 2004). Reward provides the exchange services between the employer and its employees (Luthans & Sommers, 2005; Edwards, Cable, Williamson, Lambert, & Shipp, 2006). Edwards, et al. (2006) and Zaini, et al. (2009) claimed that rewards depend on the job specification and job description and uphold the equity between the employees in the organization as well as in the competitive market. Rewards can be classified into two categories (i) intrinsic rewards (energy, feelings of passion, autonomy, and enthusiasm) and (ii) extrinsic rewards (coworker relationship, pay, and security) (Abdullah, 1994). Intrinsic motivation rises due to the intrinsic rewards and extrinsic motivation signifies due to the extrinsic rewards (Bjorkman & Budhwar, 2007).

Motivation has central significance in the process of learning in organizations (Amabile, Hill, Hennessey, & Tighe, 1994). Motivation is an internal element of the human and it can be divided into two groups (i) intrinsic motivation and extrinsic motivation (McShane & Glinow, 2008). Luthans (2005) suggested, "Psychological processes originate the stimulation, direction, and persistence of behavior".

Job satisfaction can be probed through the motivation and the setting of environment and psychological circumstances (Milne, 2007). JS increases in the employees who received more rewards of both categories from their firms (Kiviniemi et al., 2002). High salary and promotion are the key factors for motivation and ultimately for JS (Lepak & Snell, 1999). In the current vivacious era of business motivation, the employees show more job performance and deliver their services a synergy for the fulfillment of the goals of organizations, higher proficiency, business strategies, performance, and growth, which ultimately results in more job satisfaction (Jehanzeb, Rasheed, Rasheed, & Aamir, 2012).

Rewards and recognition are systems where people are acknowledged for their performance in intrinsic or extrinsic ways. Recognition and rewards are present in a work environment where there is appropriate acknowledgment and appreciation of employee's efforts in a fair and timely manner.

Beyond monetary gain and being paid fairly for the work they do, job satisfaction for employees means that promotional policies are unambiguous and in line with their expectations.

A key finding here (Kumari, 2011) is that satisfaction at a job is not exclusively linked to pay, but to the perceived fairness of how one is recognized at work for achievements.

## **Organizational commitment, working environment, and participative decision-making**

Organizational commitment is defined as the view of an organization's member's psychology toward his/her attachment to the organization that he/she is working for. It plays a pivotal role in determining whether an employee will stay with the organization for a longer period and work passionately towards achieving the organization's goal. The working environment entails work procedures, the physical design of the workplace, protective and healthy equipment, and a flexible work schedule.

Participative decision-making is the extent to which employers allow or encourage employees to share or participate in organizational decision-making. According to Cotton et. al, the format of participative decision-making could be formal or informal.

Hewitt (2002) has mentioned that modern businesses always keep their employees well informed about all the important affairs of their business and involve them in decision-making at all levels which can exploit the talents of its employees. Supporting the view Noah (2008) found in his research that employee involvement in decision-making helps in creating a sense of belongingness among the employees, which helps in creating a good congenial working environment and contributes towards building a good relationship between employer and employee.

## **Career advancement, promotion, and new job opportunities**

Training is a modification of an official and precise behavior by taking that relates to the concept of the impact of education and improving the experience of arranging share (Armstrong, A Handbook of Human Resource Practice, 2001). Training on the job quota for the cause-compelling alternative may be working off referred to the appropriate training may be needed for different needs. A close examination directed towards Koch and McGrath (1996) showed that organizations that captivate a deliberate training for their labor force need the help less dislike should be feted on those paid that is only the tip of the profitable iceberg workforce. It found Armstrong (2001) shows the effects of training commitment and loyalty, User information, and respect-based organization the same. Similarly, Bartel (1994) found that the program supports the training staff and the staff's determination to build confidence and improve services. Policies training and development allow public employees to receive more excellent competencies and perform their duties proficiently and effectively.

## **Job satisfaction**

The attitudes and feelings people have about their job. It is the degree to which an employee has positive emotions towards the job role Haque and Taher (2008) noted that job satisfaction was first offered by Locke in 1976 who defined that it is a pleasurable or optimistic state from the assessment of someone's job. Mullins (1993)

stated that job satisfaction and motivation are interrelated. Job satisfaction is a condition where one wants and other results match well (Locke, 1976). Job satisfaction can also be defined as the general attitude of individuals toward their jobs (Robbins, 1999) Job satisfaction has a considerable effect on employees' "organizational commitment, turnover, grievance, accidents, tardiness and absenteeism" (Byars & Rue, 1997; Moorhead & Griffin, 1999). Job satisfaction means the mindset of distinct employees about the dimensions of their jobs (Robbins, 1999). Another dimension that is related to employees' job satisfaction is the level of satisfaction and dissatisfaction of employees (Spector, 1997). Job satisfaction comes out due to the different activities at work workplace e.g. the behavior of employees, relationships with colleagues, or working conditions (Bokemeier & Lacy, 1987). Different issues play an important role in employees' job satisfaction e.g. culture of the organization, structure of the firm, working conditions, policies, and strategies (Hofsted, 1994). According to Loscocco and Roschelle (1991), the significant element for employees is to attain a meaningful working environment, be valuable, and consider themselves to be progressed. The accomplishment of employees' expectations plays an important role in job satisfaction. Similarly, Aksaray, Yildiz, and Ergun (1998) observed that employee positive attitude towards their job is directly associated with job satisfaction. Chen, Yang, Shiau, and Wang (2006) investigated that there is a strong effect of job satisfaction on the behavior of employees such as absenteeism, psychological distress, turnover, and job performance.

Vroom (1964) defined Job Satisfaction, as "it is an orientation of emotions that employees possess towards the role they are performing at the workplace". JS is an integrated package of physiological, psychological, and environmental working conditions that boost the employees to admit whether he is happy or satisfied with their jobs and working environment (Hoppok & Spielgler, 1938). If employees are not satisfied with their jobs which are assigned by the higher management, they will not be assured about factors like basic rights, unsafe working conditions, non-cooperation by their co-workers, and get less respect from their supervisor and ultimately, they will not take on board in the decision-making process which is ultimately resulting the separation from the organization in which they are working (Clark, 1997). JS plays a vital role in the life of employees working in organizations in the sense of performance, motivation, work efficiency, and last but not least mental health (Potkany & Giertl, 2013). The researchers explained the human problem and also included it in the labor process and created a relationship to their work. Slovakian researchers paid great attention to JS in the '60s and '80s of the twentieth century (Dubayova, 1976). JS is the emotional and favorable condition that can be in the form of results from work evaluation and experience work (Výrost, 1998). To identify job satisfaction in working places are the work attitudes and these help in the evaluation of subjects, people, events, and phenomena that play a vital role in the human personality.

Job satisfaction of employees can be considered as one of the important factors for improving organizational performance. The hotels of Malaysia similar to the other countries attempt to increase employee job satisfaction. In this regard, human resource management practices (HRM) can have a critical role. This is consistent with the theory of resource base view (RBV). According to RBV, companies can use their human resource to achieve sustainable competitive advantage. Among different HRM practices, this study focused on training, staffing; performance appraisal, and reward system (Farahbod, Arzi, 2014).

In the current era of a highly volatile business environment organizations are facing emerging challenges in the form of acquisition and optimization of human resources. Being valuable and scarce capabilities, human resources are considered a source of sustainable competitive advantage. The success of an organization depends upon several factors but the most crucial factor that affects the organization's

performance is its employees. Human resources play an integral role in achieving an innovative and high-quality product/ service (Jeet, Sayeeduzzafar, 2014).

## **Statement of Problem**

The study aims to assess the relationship between human resource practice and job satisfaction in the private college of Kathmandu. With the increasing number of growing populations, the competition is growing as well. Finding out exactly what makes people feel satisfied about their work can become a multifaceted issue. Moreover, some employees may be satisfied with a few aspects of their work but dissatisfied with other aspects. According to Price (2000), much academic literature has forgotten the human element in human resource management; rather people have been tagged as a 'resource' along with other resources such as tables and desks.

For human resource management to function very well, price (2000) argued it has to be pragmatic (aims to achieve practical solutions to real work problems) and eclectic (the solutions can be drawn from a variety of theoretical & managerial traditions). Given all these arguments, human resource management is a philosophy of people management based on the belief that human resources are uniquely important to sustain business success; and an organization gains competitive advantage by using its people effectively, drawing on the expertise to meet clearly defined objectives (American Management Association, 2000). As the management of an organization is accountable for obtaining and maintaining qualified employees, in today's complex environment, fulfilling that mission is a major contribution to an organization's success (American Management Association).

## **Significance of the study**

Private College of Kathmandu as a whole, the findings and results of the study will provide a more reliable in-depth understanding of the factors that affect employee satisfaction and help the future policy formulations of these sectors.

A teacher who is happy and satisfied with their profession will emit positive energy that will have a positive influence on those around them, particularly students. Such as teachers who have a high level of job satisfaction in their job will be a source of motivation for the students to succeed in their studies. A teacher would be one factor that helps students learn and process along their way through life. Teachers' job satisfaction in improving their feeling of belonging in college can support both student engagement and achievement. It helps to promote discipline and well-maintained policies for social welfare.

## **Research Objective**

The objective of the study is to examine human resource practice and job satisfaction of private college employees in Kathmandu.

Specific objectives are:

- i To examine the human resource practice of private colleges of Kathmandu.
- ii To analyze job satisfaction of private college employees of Kathmandu.
- iii To explore the relationship between human resource practice and job satisfaction of private college employees of Kathmandu.
- iv To appraise the impact of human resource practice on job satisfaction of private college employees of Kathmandu.

## METHODOLOGY

This chapter deals with the research methodology (the process of gathering, analyzing, and interpreting) used in this study. The basic objectives of this study are to explore employee satisfaction in a selected sample from private colleges in Kathmandu. To achieve the objectives, the following research methodology shall be followed in the course of conducting the research.

### Research design

This study is descriptive and cross-sectional. Convenience sampling and survey techniques are used to collect data from the employees working in the Private Colleges of Kathmandu. A survey strategy is used to examine and analyze the impact of HR practices on employee's job satisfaction at private colleges in Kathmandu, for this study employees from leading Private colleges of Kathmandu are taken as population. There is 2250 total number of employees in the private colleges. By using the sampling formula, 329 employees will be the sample. ( $n$  = sample size,  $N$  = Population and  $e$  = Margin of errors)  $n = N / 1 + N \times e^2$ .

$$= 2250 / 1 + 2250 \times 0.05^2$$

$$= 2250 / 1 + 2250 \times 0.0025$$

$$= 2250 / 6.25 \quad n = 329$$

Due to the busy schedule, we were not able to collect the data from 329 people consequently; we collected the data from 290 people. The sample units include Faculty Members, Supporting Staff, and Admin Staff of the private colleges situated in Kathmandu. For obtaining information two-stage sampling is used. In this technique first, we select three departments (Mechanical Engineering, Social Science, and Medical Department). Secondly, we equally distributed the respondents into three categories (Teaching, Teaching Supporting, and Admin Staff). A structured questionnaire is developed. It has two parts: the first is based on general information and the second part is related to HR practices. For the study, 290 respondents were contacted to get information regarding Human Resource practices in the colleges. Due to the busy schedule of the departments, 256 respondents responded which is 88.28% of the total contacted respondents.

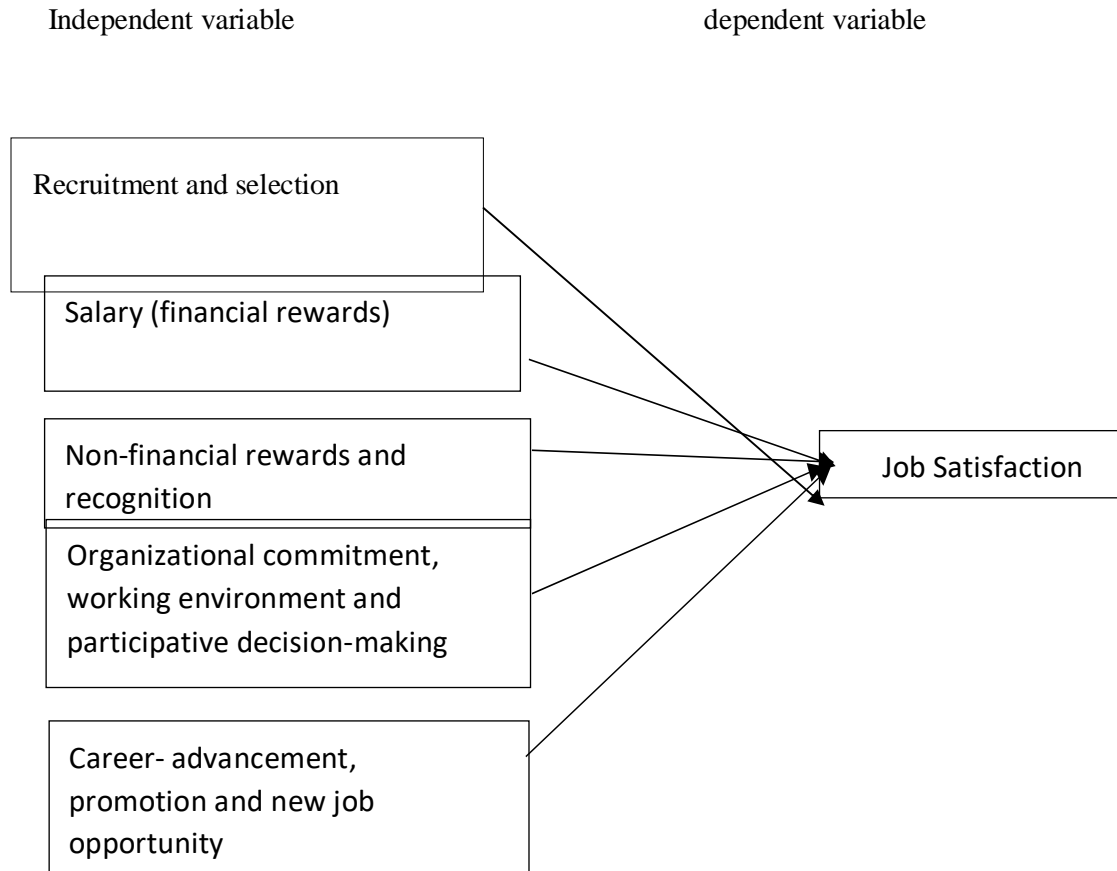
$$JS = \alpha + \beta(RS) + \beta(WE) + \beta(CP) + \beta(TD) + \beta(RM) + e$$

### Dependent and independent variables

Job satisfaction (JS) of the colleges' employees is dependent on variables and salary (financial rewards), non-financial rewards and recognition, organizational commitment, working environment, participative decision making, career advancement, promotion, and new job opportunity are the independent variables in the regression model.

### Conceptual framework

This research should be based on a clear conceptual framework, which outlines the possible courses of action. Thus, the study is conducted or established on this foundation. The conceptual framework of the study can be depicted in the Figure 1.



**Figure 1: Diagram of the conceptual framework of the research**

### Hypothesis

To examine the impact of human resource practices on Job Satisfaction the following hypotheses are framed.

1. Recruitment and selection are significantly associated with Job Satisfaction.
2. Organizational Commitment, Working Environment and Participative Decision Making are associated with Job Satisfaction
3. Salary is significantly associated with Job Satisfaction.
4. Career advancement and Promotion are significantly associated with Job Satisfaction.
5. Rewards and Motivation are significantly associated with Job Satisfaction.



### Validity and Reliability Test

Validation procedures involved initial consultation of the questionnaires. The experts also judged the face and content validity of the questionnaires as adequate. Hence, I satisfied the content and construct validity. We apply the test of reliability of the scales, which is very much important before applying the regular statistical tests. By applying this test, the reliability of the scale generates consistent results if the measurements are made repeatedly. This is done by defining the association between the scores obtained from the different scales. If the association is high, the scales produce consistent results, thus it is reliable. For this purpose, Cronbach's Alpha technique is widely used. Its value varies between 0 to 1. However, the acceptable value is required to be more than 0.6, which determines the reliability of the scales (Cronbach, 1951). Our questionnaire reliability is about 0.825 (Table 1) which is very much close to 1. This means that the instrument we are using for this study is strongly reliable. The values of Cronbach's Alpha scale are as follows:

**Table 1: Reliability Statistics**

Cronbach's Alpha	No of Items
0.825	19

## ANALYSIS

The analysis is divided into two parts. The first one is demographic information (designation, profession, age, experience) and the second one is analytical statistics related to the independent (recruitment and selection, salary, working environment, organizational commitment, participative decision making, career advancement, and reward, recognition, and motivation) and dependent variables. In the first part of the analysis, we took a mean of the variables. Firstly, a request form was made to request the respondent to fill out the questionnaire by sparing ten (10) minutes from their busy schedules. A total of 290 questionnaires were floated with a set of a ballpoint pen and white paper in the different Engineering, Social Sciences, and Medical Sciences faculties of private colleges located in Kathmandu. Out of 290 structured questionnaires, 256 questionnaires were found correct. The corrected questionnaires' data was entered into the SPSS software for data analysis.

### Data Collection

Primary data are collected through questionnaires and field observation methods.

## KEY FINDINGS AND RESULTS

The result of the study shows a positive relationship between HR practice and job performance, which indicates fair recruitment and selection, better training, and development, which increase the level of satisfaction of employees.

## DATA PRESENTATION AND ANALYSIS

**Table 2: Descriptive Statistics**

Items	Description	Frequency	% age
<b>Age</b>	<i>20-30</i>	135	52.5% 24.1%
	<i>31-40</i>	62	17.9%
	<i>41-50</i>	46	
	<i>Above 50</i>	13	5.1%
<b>Gender</b>	<i>Male</i>	152	59.1%
	<i>Female</i>	104	40.5%
<b>Education</b>	<i>Diploma Graduate</i>	67	26.1%
		105	40.9%
	<i>Postgraduate</i>	84	32.7%
<b>Designation</b>	<i>Admin Staff</i>	60	23.3% 66.1%
	<i>Teaching Staff</i>	170	
	<i>Supporting Staff</i>	26	10.1%
<b>Field of Work</b>	<i>Engineering</i>	103 84	40.1%
	<i>Management</i>		32.7%
	<i>Medical Sciences</i>	69	26.8%

### Correlation Test

**Table 3: Pearson Coefficients Correlation**

	Job Satisfaction	recruitment & selection	training & development	salary	working environment	reward, recognition & motivation
<b>job Satisfaction</b>	1					
<b>recruitment and selection</b>	.212	1				

<b>career advancement and promotion</b>	.242	.111	1			
<b>salary</b>	.575**	.218	-.218	1		
<b>working environment</b>	.408**	.272	-.272	.802**	1	
<b>reward &amp; Motivation</b>	.364**	-.389	-.167	-.145	-.068	1

Table 3 shows the results of the correlation coefficient and suggests that all the relationships among the variables are positive and highly significant. The values of the correlation show that all the hypotheses (H1, H2, H3, H4, and H5) can be accepted to affirm that HR practices are positively associated with the job satisfaction of the employees working in private colleges in Kathmandu.

To get a deeper understanding of the correlation of the variable from Table 3, salary (financial rewards) is strongly associated with job satisfaction with a value of 0.575 and  $P < .01$ . It means that if the management of the colleges puts more effort into these practices of HR to pay healthy salary to the employee, then they get more satisfaction from the employees' side. Therefore, the 3<sup>rd</sup> hypothesis of the study which is salary is significantly associated with job satisfaction is accepted and there is a strong relationship between CPP and JS.

Moreover, the working environment has the second highest value in the table towards JS which is 0.408 with  $P < .01$ . According to this value, our 4<sup>th</sup> hypothesis is also accepted that the higher management of the private colleges of Kathmandu delivers more on this practice of HR to get more satisfied employees in their colleges due to the availability of the highly competitive marketplace and also due to the increasing rates of unemployment in Kathmandu. Table 3 claims that the reward and motivation have a greater extent with JS of the employees are engaged with the private colleges and the value of the Pearson correlation is 0.364 with  $P < .01$ . Hypothesis No. 5 is accepted which constitutes a point of view that managers of the private colleges of Kathmandu should practice the power culture in their colleges to get more satisfaction among the employees.

Career advancement, training, and development revealed more significant value (.242,  $P < .01$ ) in the correlation table with JS which suggested that the second hypothesis is accepted. This also shows that the colleges do HR practice in their colleges, get their employees up-to-date with the latest training, and develop them with the latest tools in their field to get more satisfy them. This is due to the rapid development in the field of technology.

However, recruitment and selection are relatively less associated but have a positive correlation with job satisfaction as indicated by Table 3. The value of the HR practice, recruitment and selection, and job satisfaction is 0.212 and the P-value is 0.000, which is less than 0.01. This tells the management that if they put less focus on this variable and more on the others, the JS will be relatively high in the employees. A fair process of HR Practice, recruitment, and selection posits a higher degree of JS in the employees.

## Regression analysis

Table 4: Regression Analysis

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	.871	.794	.775	.445

Table 5: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	51.245	6	8.262	34.106	.000 <sup>b</sup>
Residual	10.255	44	.236		
Total	61.500	50			

- a. **Dependent variable: job satisfaction**
- b. **Predictors:** (Constant), recruitment and selection, salary, working environment, salary training and development, reward, recognition and motivation

**Table 6: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
<b>1 (Constant)</b>	-14.876	1.232		-11.311	.000
<b>Recruitment &amp; Selection</b>	.505	.149	.277	3.229	.002
<b>Working Environment</b>	-.379	.316	-.170	-1.221	.231
<b>Salary</b>	2.049	.281	.851	7.301	.000
<b>Career Advancement and Promotion</b>	.861	.169	.473	5.043	.000
<b>Reward &amp; Motivation</b>	1.188	.150	.643	8.188	.000

### **Dependent variable: job satisfaction**

To do deep analysis and interpret the variables' values obtained during the data analysis, a multiple regression analysis is undertaken by using SPSS software to predict job satisfaction as a dependent variable by HR practices as an independent variable. HR Practice (Recruitment and Selection, Working Environment, Salary, Career Advancement and Promotion, and Reward and Motivation) are the independent variables and Job Satisfaction is the dependent variable revealed in Table 6.

The independent variables are significantly related to job satisfaction and jointly predict job satisfaction. The F value is equal to 34.106,  $R^2 = .794$ , and  $P < 0.01$ . It means that 79.4% job satisfaction of the employees working in the private colleges of Kathmandu is counted by the independent variables used in the regression model. However, we confidently said according to the findings of the regression model that HR practices are very much essential to predict the JS of the employees of the private colleges in Kathmandu. Table 6 revealed that R & S ( $\beta = .505$ ,  $t = 3.229$ ,  $P < 0.01$ ), CPP ( $\beta = 2.049$ ,  $t = 7.301$ ,  $P < 0.01$ ), T & D ( $\beta = .861$ ,  $t = 5.043$ ,  $P < 0.01$ ) and R & M ( $\beta = 1.188$ ,  $t = 8.188$ ,  $P < 0.01$ ) are positively related with the JS and having significant value less than 0.01 and WE ( $\beta = -.379$ ,  $t = -1.221$ ,  $P > 0.01$ ) found insignificant and having negative relationship with JS of the employees of the private colleges of Kathmandu.

## CONCLUSIONS

The present study is an attempt to examine and analyze the impact of human resource practices on the job satisfaction of private college employees in Kathmandu. In the present study, the estimated regression model identified that HR practices like recruitment and selection, salary, career advancement and promotion, and reward and motivation have a significant impact on job satisfaction but the working environment is relatively less significant to the job satisfaction of the employees in private colleges of Kathmandu. Management of the private colleges in Kathmandu may put more effort into implementing HR practices in their colleges to get higher job satisfaction among the employees and ultimately benefit for colleges.

Recruiting is the process of filling vacant positions in organizations by sufficient characteristics in the applicants, which ultimately meet the requirements and expectations of the organization (Shen & Edwards, 2004). According to this concept, the HR manager has an indispensable role in hiring suitable incumbents who have required capabilities and competencies that organizations require for the advertised positions (Marques, 2007). R & S plays a vital role in the success of the organizations and prime importance towards job satisfaction for obtaining high-quality professionals but it is not an easy task for the organizations to hire the most suitable incumbents (Gopinath & Shibu, 2014).

## RECOMMENDATION

The study recommends that private colleges have to build new systems to improve human resource practices. Human resource practices like training, performance appraisal, reward, compensation, organizational commitment, new job opportunities, teamwork, and salary may be improved to achieve a high level of job satisfaction.

Satisfying employees in their work will help in the long-term growth of an organization and will also add to their goodwill. But the most difficult task faced by an organization today is satisfying these resources. Although the research paper tried its level best to reveal the various research works done and the contribution forwarded by various researchers in the area of employee satisfaction, still much scope remains for more exploration in the field of employee satisfaction and by taking into consideration factors like compensation practices, leadership and supervision, career planning and development, alternative work schedule, etc. Needless to these efforts should be conducted by HR professionals. Intent process for doing work under the policies and objectives of the management of the organization (Bratton & Gold, 2012).

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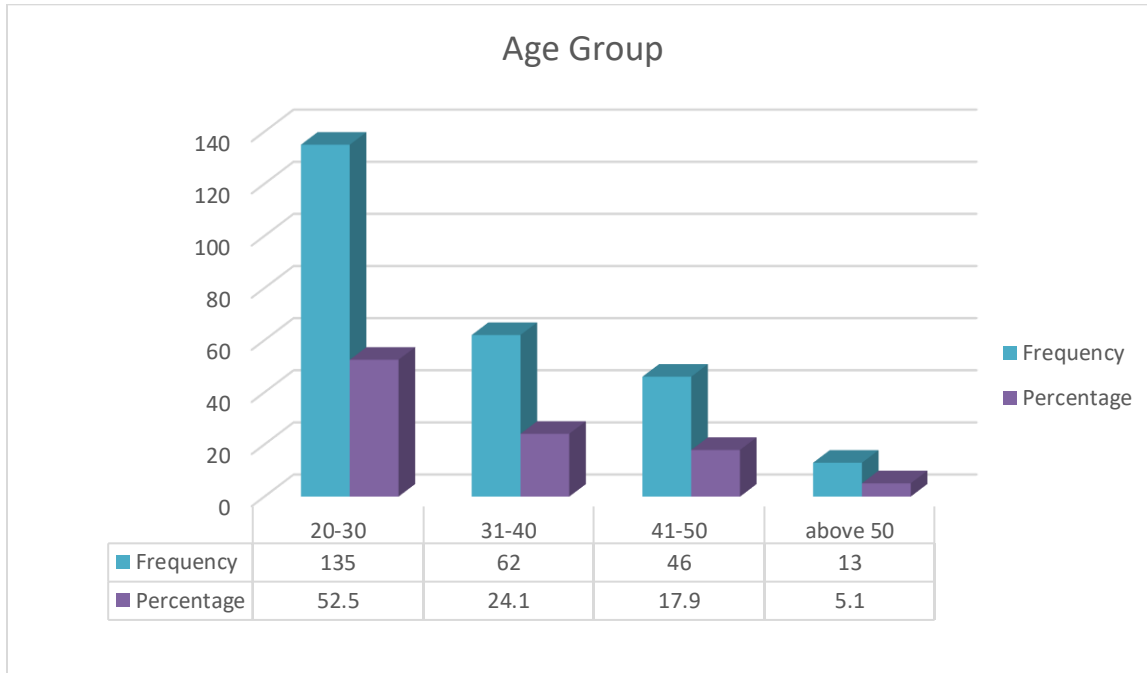
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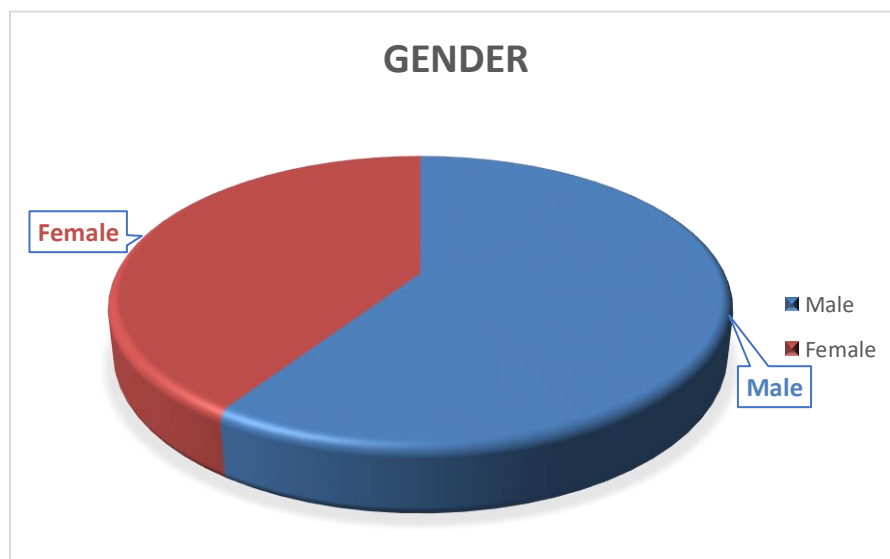
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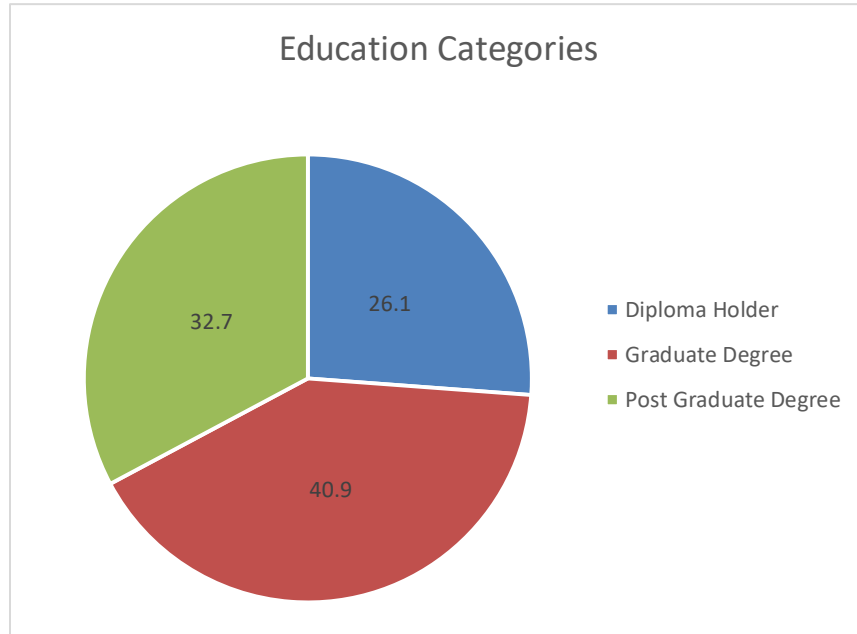
**APPENDIX A**



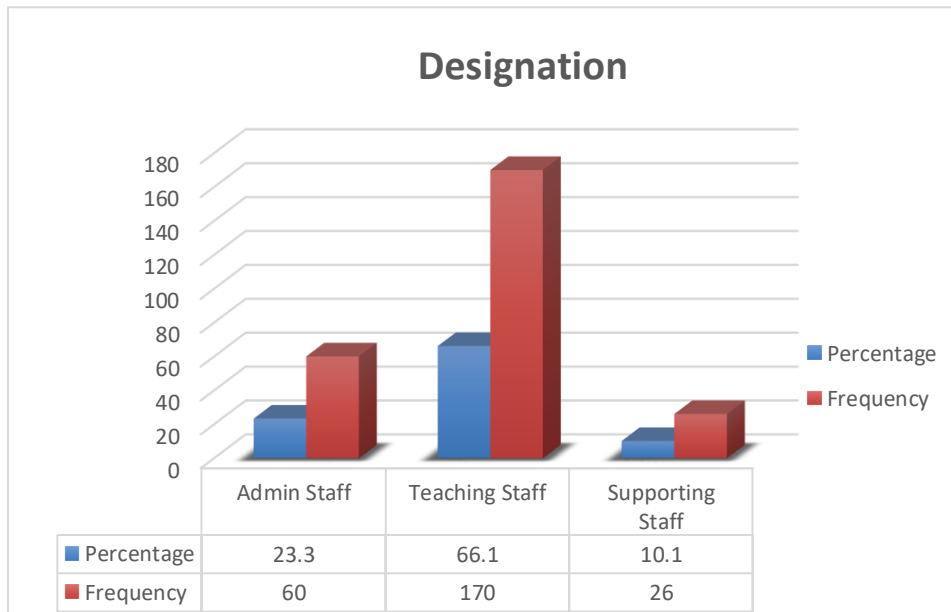
**Figure A1: Age group of respondents**



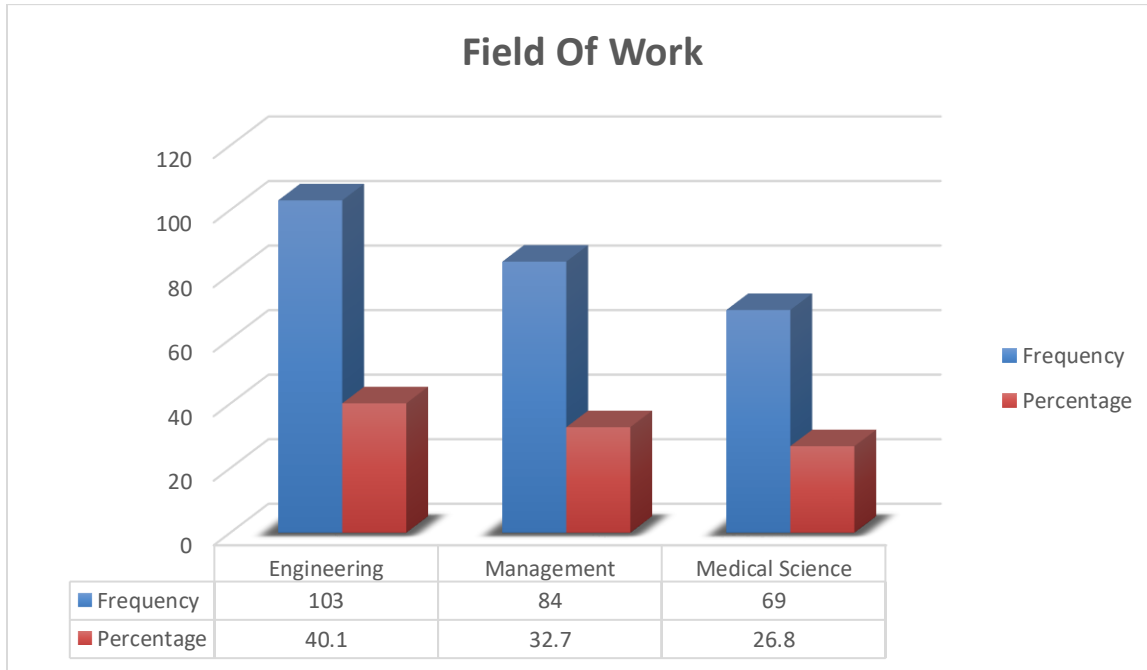
**Figure A2: Gender of respondents**



**Figure A3: Employees according to the level of education**



**Figure A4: Employees according to the designation**



**Figure A5: Field of the workgroup**