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The HRM Practices on Job Satisfaction of Operational Workers in the Apparel Industry in Colombo District, Sri Lanka

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Abstract

Area of the Study

HRM practices on job satisfaction are a widely discussed topic today. Therefore this study is aimed to discuss the HRM practices on job satisfaction of operational workers in the Sri Lankan apparel companies located in Colombo district.

Problem of the Study

There are no any theoretical and empirical findings on how HRM practices affect job satisfaction of operational workers in the apparel sector in Sri Lanka. Then, the problem of the study is: Do HRM practices affect job satisfaction of operational workers in the Sri Lankan apparel companies located in Colombo district?

Method of the Study

The data were collected from 300 operational level employees from four selected large scale apparel companies in Colombo district through structured questionnaire. Questionnaire consisted of 60 questions for HRM practices and 20 for job satisfaction and all questions were scaled with five point scale. Correlation and regression analysis were used to analyse the data using SPSS (Version 16).

Findings of the Study

The major finding of the study is that there is a significant and positive relationship and association of HRM practices with job satisfaction. Further, there are few HRM functions which strongly do not affect job satisfaction of employees.

Conclusion of the Study

As conclusion, companies have to enrich the significant HRM function is to enhance the employees' job satisfaction based on the findings.

Keywords: *Job Satisfaction, HRM Practices, Extrinsic Job Satisfaction, Intrinsic Job Satisfaction*

Introduction

Every organization tries to utilize their resources efficiently and effectively to achieve its goals and objectives. Human Resource as a unique organizational resource is the most important resource to any organization, which is the one and only live resource in the organizations (Opatha 2009). As Dawles, Andrews and Bucklew (2010), talented and loyal employees are necessary to gain a competitive advantage to the organization and motivated and satisfied workforce leads realization of the business also (Watson 1994). Tella, Ayeni and Popoola (2007) stressed that job satisfaction is an outcome of the employee's opinion about the degree of doing the job well. HRM practice has become a popular topic to examine the impact of organizational performance and employee attitudes in developed countries (Huselid 1995; Delaney & Huselid 1996; Katou & Budhwar 2007; Petrescu & Simmons