ABSTRACT

Human Resource (HR) practices have been identified by HR managers worldwide as practices that play a significant role in employee productivity and job satisfaction. The purpose of this study was to identify a set of HR practices that significantly relate to job satisfaction. The design of the study was a cross-sectional social survey which utilized the systematic sampling technique to sample 200 employees from the Obuasi Municipal District Assembly. The sample consisted of top-level, middle-level and low-level management staff. Bivariate analysis using the Pearson Product moment correlation coefficient was used to determine the relationship between the chosen HR practices (independent variables) and Job satisfaction (dependent variable). Results of the study revealed a strong, negative and statistically significant relationship between career development and job satisfaction ($r = -0.683, p = 0.000$). Employee promotion was also negatively and significantly related to employee job satisfaction ($r = -0.184, p= 0.025$). The association between the two variables was however weak. Employee recognition for good performance and job design as HR practices positively and significantly related to job satisfaction ($r = 0.184; 0.213$ with $p = 0.009; 0.004$ respectively). We recommend future research to determine how well these identified HR practices predict job satisfaction and to also include other HR practices such as employee remuneration.

Keywords: Human Resource Practices, Employee, Job Satisfaction, Ghana.
INTRODUCTION

The effect of human resource management (HRM) practices on organizational performance and employee attitudes has been a major area of research in the developed world (Petrescu & Simmons, 2008; Katou & Budhwar, 2007). HRM practices take place within a complex and ever changing environmental context that is increasingly being recognised for its strategic importance (Angelo et al., 2001).

Human resource management has existed since the dawn of group effort (Sherman & Bohlander, 1992), where people came together for a common purpose. Its historical antecedent can be traced to England from 1700 to 1785, where masons, carpenters, leather workers, and other craftsmen organised themselves into guilds, which eventually became the fore-runners of trade union (Margaret & Caroline, 1999). Mostly, human resource or simply ‘HR’ is a term used to describe the individuals who make up the workforce of an organisation, and the distinctive business function that oversees it in an organisational setting is called human resource management (HRM). HRM recognises the dynamic interaction of personnel functions, objectives of the organisation and ensures that an organisation’s plans for human resource practices are coordinated closely with its strategic functions (Sherman & Bohlander, 1992).

Organisations now recognise the effectiveness of their human resource function as having a substantial impact on the firm’s bottom-line performance (Ricky et al., 2005). In spite of the number of advantages associated with the use of HR practices in organisational settings, available literature seems to indicate that, limited studies have been conducted on HR practices in the context of developing countries (Yeganeh & Su, 2008). This also affects situations in Ghana, as a developing economy. Generally, it is evidenced that organisations in developing nations such as Ghana also implement a barrage of human resource management practices whose usefulness has grown dramatically in the turn of the twentieth century (Martin, 2001).

Human resource management denotes a strategic and coherent approach to the management of the organisation’s most valued assets; the people working there, who individually and collectively contribute to the achievements of its objectives (Armstrong, 2001). The role of human resource in an organisation is strategic. It therefore requires the strategic implementation of some human-centered practices including but not limited to the most common HR practices such as; recruitment, selection, training and development, compensation, reward and recognition (Yeganeh & Su, 2008). HR practices which includes; selective hiring, compensation, reward, recognition, training and development, and information sharing have also been studied with relations to employees’ job satisfaction (Dessler, 2007).

The concept of job satisfaction is numerously defined. In one sense, it connotes the feeling of different employees about the different dimensions of their jobs (Robbins, 2003). This means that, it is a pleasing or positive emotional state resulting from the evaluation of a person’s job (Haque & Taher, 2008).

The present study adopts an idiographic explanation that tends to explain the relationship between some unique HR practices that affects employees’ job satisfaction. As a consequence, the study investigates into how HR practices such as motivation, career development, job design, health and safety affect the phenomenon of job satisfaction of employees in Ghanaian working milieu. Mostly, when workers are enthusiastic and satisfied with their job, it tends to benefit the organisation in many ways, including, a significant reduction in its employee turnover and dissolution rates (Ricky et al, 2004). In this sense, if
an organisation is able to implement such HR practices well, it is likely to reduce employee turnover rates (Krackhardt & Hanson, 1993) and organisational dissolution rates (Pennings et al., 1998). More important, originally popularised by Frederick Herzberg, job enrichment is touted as fulfilling the high motivational needs of employees, as it ensures self-fulfilment and self esteem, while at the same time helping to achieve long-term job satisfaction and performance goals” (Herzberg, 1968).

Achieving employees’ job satisfaction in an organisation can be conceived as merely a little portion of organisations’ management worries. What is more problematic is how to apply these highlighted HR practices in their rightful manner in order to attain the desired result.

The aim of this study is therefore to examine the relationship between HR practices and employees’ job satisfaction using the Obuasi Municipal District Assembly of Ghana as an area of study. It is evidenced that, the managements of several organisations are traditionally aware of several human resource practices which are part of broad employment issues including; recruitment, staffing, compensation, development and training (Javed et al., 2012; Yeganeh & Sue, 2008).

Further, many research studies have found that HR practices are positively linked with employees’ job satisfaction (Wright et al., 2003; Petrescu & Simmons, 2007). However, the goal and fundamental focus of such studies have been in developed countries (Yeganeh & Su, 2008), with very limited number of studies that have been conducted on human resource practices in the context of developing countries (Yeganeh & Su, 2008), such as Ghana.

This scanty literature creates a gap in the substantive literature which this current study aims to fill and to give a clear idea about the relationship existing between HR practices and employee job satisfaction in a local government organisation such as Obuasi Municipal District Assembly. Conceptualizing what makes employees satisfied in organisational settings like Obuasi Municipal District Assembly is a unique case that requires strategic use of HR practices which are often seen as key drivers of employee performance (Javed et al., 2013). The implication is that, the use of specific HR practices in local government organisations (Gould-Williams, 2003) such as Obuasi Municipal District Assembly has been associated with a greater degree of job satisfaction.

Unfortunately, in Ghana, and in the Obuasi Municipal Assembly to be precise, public sector employees are often not certain about the job satisfaction level. But, when these same unsatisfied employees are recruited into the private sector, they have been found to be much more satisfied (Javed et al., 2012). This makes it very useful for HR managers in a public sector organisation like OMDA to be aware of HR practices which keep employees satisfied.

LITERATURE REVIEW AND HYPOTHESES

Human Resource Practices

A plethora of human resource practices are undertaken by many organisations, including District and Municipal Assemblies. It is therefore not surprising that, HR practices and job satisfaction have been widely studied in different parts of the world. Many scholars and practitioners believe that sound HR practices result in better level of job satisfaction (Appelbaum, et al, 2000). A review of extant literature indicates that, the use of specific HR Practices in local government organisation has been associated with a greater degree of job satisfaction (Gould-Williams, 2003). HR practices implemented in a local government organisation such as Obuasi Municipal District Assembly include basic HR functions such as,
training and development, promotion, recognition and job design. These HR practices are reviewed subsequently:

**Promotion**

Promotion is mostly used in organizations and institutions as an incentive or motivation tool to boost the morale and performance of employees. Whether in private or public institution, the role of promotion as an HR practice cannot be underestimated. Lazear and Rosen (1981) define promotion as a way of rewarding employees for meeting organizational goals. Promotion in this vein serves as a mean of synchronizing organizational goals with personal goals (Lazear & Rosen, 1981). According to Rosen (1982) the deciding factor for the position of any individual in the organizational hierarchy is his talent or ability. The higher the level of talent of an individual the higher his or her position in the hierarchy. Promotion is vital as it carries with it a significant change in the wage package of an employee (Murphy, 1985). A raise in salary therefore indicates or signifies the value of promotion (Baker et al., 1994). Promotion follows a defined set pattern which is outlined in the employment bond (Doeringer & Piore, 1971). In this highly competitive corporate world, promotion can help firms in completion to trace the most productive employee of one organization to be worth hiring for another organization (Bernhardt & Scoones, 1993). Carmichael (1983) asserts that promotion enhances the productivity of an organization when an employee is promoted on the basis of his seniority and resultanty he gets an increased wage rate. However, according to Baker et al. (1988), promotion can be a disincentive to employees’ productivity and satisfaction with their job, thus the optimal results cannot be generated by promoting the employee in the organization. According to Shields and Ward (2001) employees who are dissatisfied with the processes involved in getting a promotion show a greater intention to leave the organization. Pergamit and Veum (1989) established that the greater the chances of getting a promotion, the more satisfied employees are with their job. When employees perceive that there are clear-cut opportunities for promotion they feel satisfied with their respective positions in the organization (De Souza, 2002).

**Job design**

Job design simply put refers to the systematic process of deciding the contents of a job in an organisational environment. It therefore serves as a human resource practice that tend to fix the duties and responsibilities of the job, the methods of doing the job and the relationships between the job holder and his superiors, subordinates and colleagues. It also gives information about the qualifications required for doing the job and the reward for doing the job. It is useful to consider some principles when designing jobs as it is concerned with structuring jobs in order to improve organisation efficiency and employee satisfaction” (Sherman & Bohlander, 1992).

**Recognition**

The concept of recognition is seen as a motivating factor primarily concerned with the content of the work of an employee in an organisational setting (Martin, 2001). Recognition by definition is an appreciation of employee’s performance in formal or an informal way (Javed et al, 2012). It is one of the driving force towards motivating employees as it highlights how much an individual employee is appreciated in an organisation for the amount of work done (Miller, 2006). It can take two major forms or types, namely; cash and non-cash award (Javed et al, 2012), and it is noted to be a strong indicator of motivation, performance and satisfaction (Flynn, 1998). Recognition is seen as an important factor as it tends to
increase the level of job satisfaction of employees who are taken as valuable asset for any organisation (Entwistle, 1997) such as Obuasi Municipal District Assembly in Ghana. Baron (1983) argued that when we recognize and acknowledge employees in terms of their identification, their working capacity and performance is tends to increase. According to La Motta (1995) the level of motivation of employees increases when employees get an unexpected increase in recognition, praise and pay. Deeprose (1994) is of the view that “Good managers recognize people by doing things that acknowledge their accomplishments and they reward people by giving them something tangible.” Fair chances of promotion according to employee’s ability and skills make employee more loyal to their work and become a source of pertinent workability for the employee. Bull (2005) posits a view that when employees are recognized for exercising their skills and abilities in mentally challenging occupations they experience greater levels of job satisfaction

**Career Development**

Although career development is not a new concept, individual career development and planning is an emerging research area for academic studies in several disciplines (Kayalar & Ozmutaf, 2009). It is significant that career development would affect job satisfaction. However, it is important to conduct more empirical studies in different working environments to provide evidence to establish the relationship that exists between career development and job satisfaction. According to Gutteridge (1986), career development refers to specific human resource activities to match individuals and job opportunities. Baruch (1996) asserted that career planning and management (CPM) has significantly emerged in the literature, particularly in human resource management (HRM). Farmer et al. (1998) emphasized that it is necessary to distinguish between a job and a career before defining the term ‘career planning or development’. According to the authors, while a career used to mean a secure employment with one organization for life in last two decades, nowadays people whose careers go upwards may have a number of different positions (Kayalar & Ozmutaf, 2009). Farmer et al. (1998) hence defined career as “the idea of an occupation chosen as the means of one’s progress through life.” Baruch and Rosenstein (1992) comprehensively define career as “a process of development of the employees along a path of experience and jobs in the organization.” Aryee and Debrah (1992) highlighted that while career development refers to an individual-level activity, career development is an organizational level activity. Hall (1986) explained career development as “a deliberate process of becoming aware of self, opportunities, constraints, choice and consequences; identifying career-related goals; and programming work, education and related developmental experiences to provide the direction, timing and sequence of steps to attain a specific career goal.” Career development is an HRM area that requires special efforts from both the organization and the individuals. The study of Storey et al. (1991) suggested that career development and planning is mainly performed by the organizations. Based on the assumptions of Mallon (1998) that an individual’s job security is anchored not to an organization but in his/her own portfolio of portable skills and personal employability the concept of ‘new career’ and ‘new career paths’ have emerged. The most significant factors affecting individual career development include age, gender, education, societal, economic and environmental dynamics (Mallon, 1998). McCabe asserted that an individual needs to be proactive, flexible, and maintain a range of core skills and competencies along with professional experience.
Job Satisfaction of Employees

The origin of interest in the concept of job satisfaction can be traced back to 1911, when Taylor developed ways for the training of workers on the basis of job duties and employees attitude (Taylor, 1911). The Hawthorne Studies conducted by Elton Mayo which started in 1927 and continued till 1932 sustained the interest in the concept. It also arose several questions that if lightening had very little effect on productivity then there is a need to identify the factors which are actually responsible for the performance of employees in any workplace (Bruce & Blackburn, 1992). After years of research on this topic, Levine (1995) emphasized a need of continuous research on the issue of job satisfaction. The term job satisfaction is numerously defined and explained by scholars. Locke and Lathan (1990) broadly defined job satisfaction as an emotional state which gives pleasure and positive energy to employees by perceiving that they are getting what they think is important for them. Haque and Taher (2008) explained it as a pleasing or positive emotional state resulting from the evaluation of a person’s job. According to Lawler and Hall (1970), job satisfaction is the difference between the inputs made by employee and the outputs receive from the job. Luthans (1998) discussed job satisfaction in a three dimensional perspective. Firstly he postulated that job satisfaction is a feeling that cannot be measured as a tangible entity. Secondly, he stated that employee expectations, of being rewarded for the efforts made for the organization, can serve as a determinant of job satisfaction. Thirdly, he declared that several job characteristics like pay, promotion and work itself are the attitudes which can be related to job satisfaction. Employees can be retained and satisfied when they are satisfied with their work which includes the challenges, scope and variety of the job (Weiner, 2000).

The review is summarized in the modeled conceptual framework below.

**Model of the link between HR practices and job satisfaction**

![Diagram of the model](image-url)

**Source:** Authors own construct (2013)

**Figure 1:** A Conceptual Framework of HR Practices and Employees Job Satisfaction
The figure 1.0 above illustrates a linear relationship between Human Resource practices and employees’ job satisfaction as independent and dependent variables respectively. This linear relationship is intercepted by mediating variables of individual employees’ characteristics which determines how well employees appraise and internalize these HR practices.

RESEARCH HYPOTHESES

Based on the review of the extant literature, the study conceptualised the following a priori research hypotheses:

H1: Career development significantly relates to employees’ job satisfaction.
H2: Employees’ promotion significantly associates with employees’ job satisfaction.
H3: Management’s recognition of employees’ good performance will significantly relate to job satisfaction.
H4: HR practice of job design strongly associates with employees’ job satisfaction.

METHODS

Design and Sample
The study was a cross-sectional survey that used the systematic sampling technique to obtain the sample of the study. It utilised structured researcher-administered questionnaires for the collection of quantitative data which were examined to determine relationships between identified human resource practices and employees’ job satisfaction.

The targeted population of interest of the study was made up of the entire staff of Obuasi Municipal District Assembly. Within the organisation, the top-level, middle-level and low-level management as well as non-management staff were randomly chosen as population respondents. A sample of two hundred (N=200) research respondents were systematically sampled for the survey. The sampling technique used afforded the research respondents an equal chance of being included in the study.

Variables and Measurement
The dependent variable in this study was job satisfaction. The independent variables which were the HR practices measured included: career development, employee promotion, employee recognition for good performance and job design. A five-point rating scale of 1= Strongly disagree to 5=Strongly agree was developed to measure these variables. Job satisfaction was also measured on a five-point Likert scale of (1) strongly disagree to (5) strongly agree.

Reliability Analysis
The most commonly used type of internal consistency reliability; the Cronbach’s coefficient alpha was computed to determine the internal consistent reliability of the response scale of the survey instrument. Alpha computation was based on the mean correlation of each item in the scales with every item. According to Nunnally (1994), Cronbach’s coefficient alpha determines reliability based on internal consistency and provides a good estimate of scale reliability. Measures of this study were judged to be reliable if Cronbach’s alpha was 0.60 or greater (Nunnally & Berstein, 1994). Bertrand (2000) indicates that a minimum level
of 0.60 reliability coefficient for a scale is good and acceptable for quantitative study. Scale reliability of the five scales are presented in Table 1.0 below.

<table>
<thead>
<tr>
<th>Sub-Scales</th>
<th>Cronbach Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job satisfaction</td>
<td>.69</td>
</tr>
<tr>
<td>Employee recognition for good performance</td>
<td>.71</td>
</tr>
<tr>
<td>Career development</td>
<td>.61</td>
</tr>
<tr>
<td>Employee promotion</td>
<td>.65</td>
</tr>
<tr>
<td>Job design</td>
<td>.73</td>
</tr>
</tbody>
</table>

Source: Survey data

From Table 1.0, it is seen that the reliability values obtained for the five scales ranged between $\alpha=0.61$ and 0.73. Comparing our reliability values with the standard value alpha of 0.6 advocated by Cronbach (1951) and Nunnally & Bernstein (1994) we find that the scales used by us are highly reliable. The face and content validity of the questionnaires was also judged to be adequate. The issues of content and construct validity was therefore addressed.

Data Collection and Analysis
As a quantitative type of research, structured researcher-administered questionnaires were utilised in the collection of data from the field. A maximum of fifteen minutes was spent by each respondent to complete the survey instrument. In all, two hundred (N=200) employees consented to an implied consent form supplied together with the questionnaires. Issues of ethical considerations were highlighted on the questionnaires. A total of 200 questionnaires were responded and were received in completed form. The response rate was 100 percent.

The data collected was managed and analysed using the SPSS Software (v20) programme. Descriptive analysis was carried out on the background characteristics of employees and result presented in the form of a composite frequency distribution table. In addition, the study utilised Pearson Product moment correlation coefficient ($r$) to determine the relationships between human resource practices (Independent variables) and employees’ job satisfaction (dependent variables) and also to test the hypotheses advanced by the study. Results of the analysis of the data are presented below.

RESULTS

Demographic characteristics of the sample
In our sample of N=200 employees, there were more males (n=104, 52%) than there were females (n=96, 48%). The age distribution of respondents also revealed that, 103 out of the 200 respondents representing 51.5% were aged 35 years and below. Forty-nine (49) respondents representing 24.5% of the entire sample size (N=200) reported to be between the ages of 36 and 40 years. The least number of respondents was recorded for those who were
51 years or more (9, 4.5%). On the level of education attained by respondents, majority of the employees sampled had attained tertiary level of educational (n=89, 44.5%). This was followed by respondents who had attained professional education (n=68, with 34%). The least number of respondents from the data matrix reported to have attained Junior High School (JHS) education. Overall, respondents whose views were sought for the study had obtained some level of formal education. The frequency distribution Table 2.0 indicates the distribution of the respondents sampled for the study in terms of their demographic characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>N</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>104</td>
<td>52.0</td>
</tr>
<tr>
<td>Female</td>
<td>96</td>
<td>48.0</td>
</tr>
<tr>
<td>Age (years)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Below 35-years</td>
<td>103</td>
<td>51.5</td>
</tr>
<tr>
<td>36 - 40 years</td>
<td>49</td>
<td>24.5</td>
</tr>
<tr>
<td>41 - 45 years</td>
<td>28</td>
<td>14.0</td>
</tr>
<tr>
<td>46 - 50 years</td>
<td>11</td>
<td>5.5</td>
</tr>
<tr>
<td>51+ years</td>
<td>9</td>
<td>4.5</td>
</tr>
<tr>
<td>Level of Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J.H.S</td>
<td>14</td>
<td>7.0</td>
</tr>
<tr>
<td>S.H.S</td>
<td>29</td>
<td>14.5</td>
</tr>
<tr>
<td>Tertiary</td>
<td>89</td>
<td>44.5</td>
</tr>
<tr>
<td>Professional</td>
<td>68</td>
<td>34.0</td>
</tr>
</tbody>
</table>

Source: Field Survey, July, 2013

**Bivariate correlations for HR practices and job satisfaction**

Bivariate analysis of the data using the Pearson product moment correlation revealed a strong, negative and significant relationship between employee career development and job satisfaction of ($r = -0.68$, $N=200$, $p < 0.001$). The negative relationship obtained implies that career development is inversely related to job satisfaction, which means that as employees become more satisfied on their jobs, the quest to develop their career diminishes and vice versa. Put in another words, the less employees are satisfied with their jobs, the higher the
quest for career development. Based on this result, the first a priori hypothesis (H1) predicting a significant relationship between career development and job satisfaction is supported.

The correlation analysis also revealed a weak, negative and statistically significant ($r = -0.18$, $N=200$, $p = 0.025$) association between employee promotion and job satisfaction. This result indicates that an inverse relationship exists between employee promotion and job satisfaction. The implication is that as employees rise up the occupational ladder, they tend to be less satisfied with their jobs. The weak correlation coefficient ($r = 0.18$) obtained reflects a weak link between the two variables such that though a significant relationship exists between the two variables the effect job promotion has on satisfaction is minimal. The significant relationship obtained confirmed the second a prior hypothesis (H2) of the study.

The test of relationship between the HR practice of employee recognition for good performance and job satisfaction of employees revealed a positive and significant association of ($r = 0.21$, $N=200$, $p < 0.01$) the two variables. The positive value obtained for $r$ implies the existence of a direct relationship such that the more employees are recognized for their good performance; the more satisfied they are with their jobs. On the basis of this result the third a prior hypothesis (H3) of the study was also supported.

Confirming the fourth hypothesis (H4) of the study, the correlation analysis of the data revealed a positive and statistically significant relationship ($r = 0.23$, $N=200$, $p < 0.01$) between job design and job satisfaction. This result implies that the design of employees’ jobs tend to have a corresponding effect on their satisfaction.

A summary of results of the research hypotheses is presented in Table 3.0 below.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Sig.</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Career development significantly relates to employees’ job satisfaction.</td>
<td>0.000*</td>
</tr>
<tr>
<td>H2</td>
<td>Employees’ promotion significantly associates with employees’ job satisfaction.</td>
<td>0.025*</td>
</tr>
<tr>
<td>H3</td>
<td>Management’s recognition of employees’ good performance will significantly relate to job satisfaction.</td>
<td>0.009*</td>
</tr>
<tr>
<td>H4</td>
<td>HR practice of job design strongly associates with employees’ job satisfaction.</td>
<td>0.004*</td>
</tr>
</tbody>
</table>

*p < 0.05

DISCUSSION

The demographic characteristics of respondents sampled for our study revealed that there were more males than there were females. This difference was to be expected as
Evidence shows that more males are employed in formal sectors of the nation’s economy than females who are mostly engaged in informal economic activities such as petty trading.

Related, majority of respondents who took part in the study were found to be aged 35 years or less which implies that employees who took part in the study were mostly young adults. The import of this is that in the implementation of human resource practices, managers could consider age characteristics in their design.

Studies (e.g., Gould-William, 2003) have established that human resource practices in local government organisations are found to be associated with a greater degree of job satisfaction. Consistent with the findings of these studies, our study also found a significant relationship between all four chosen HR practices (promotion, job design, career development and employee recognition of good performance) and job satisfaction. The positive and significant relationship found between employee’s recognition for good performance and job satisfaction supports the study of Miller (2006) which found that employee recognition is one of the driving forces towards motivating employees as it highlights how much an individual employee is appreciated in an organisation for the amount of work done.

The strong and negative relationship found between career development and job satisfaction is a finding which contrasts the studies of Harel and Tzafrir (1996), Lee and Bruvold (2003) and Aragón-Sánchez et al., (2003) which indicate that employee training and development positively has an effect on job performance and in addition reduces the employees’ intention to leave the organization. The negative relationship found can be attributed to the fact that the more employees advance in their career the more they feel capacitated to perform more complex duties, however this is often not the case as they are made to perform the same duties they used to perform, a situation which makes them feel their potentials and competencies are being underutilized.

The weak and inverse relationship found between promotion and job satisfaction is in contrast with the study of the Kosteas (2011) which found a positive relationship between promotion and job satisfaction. The negative relationship obtained is however a significant contextual finding as most often promotion in some public institutions does not commensurate the wages or salaries received.

CONCLUSION

Clearly, the study of the relationship between implementation of various human resource practices such as; staffing, promoting excellent interpersonal relationship, determining adequate compensation, planning training and development cannot be said to be underemphasized. It is therefore not surprising to note that, human resource departments or managements of various organisations including District and Municipal Assemblies always seek to engage in human resource practices which can impact positively on the job satisfaction of their employees as well as improve the human resource component. The implementation of these human resource practices however is fraught with challenges which sometimes tend to thwart the intended purposes for which they were implemented. This confirms findings that, human resource practices take place within a complex and ever changing environmental context that is increasing being recognised for its strategic importance (Angelo et al., 2001).
RECOMMENDATIONS

In line with the findings of this current study we recommend the following:

As a way of improving the performance of the OMDA, management should place much emphasis on the HR practices; job design and employee recognition for good performance as it translates into how employees become satisfied with what they do, which cumulates to determine their performance and productivity.

In addition, we recommend further studies to be conducted to determine or establish how well these set of HR practices predict employee job satisfaction and also to include other HR practices such as remuneration and managing styles.

BIBLIOGRAPHY


