

Teachers' Satisfaction Regarding Human Resource Management Practices in Kitwe District.

Edgar P.C Mwansa

Department of Business and Management Studies,
School of Graduate Studies,
Copperbelt University, Kitwe
mwansaedagar@gmail.com

Prof. Sumbye Kapena

School of Humanities,
Copperbelt University, Kitwe

Abstract – The study aimed to investigate the satisfaction of teachers regarding human resource management practices in terms of appraisal, planning, training and development and compensation practices. It was descriptive and a cross-sectional survey design was used to carry out this study with teachers working in Kitwe district on the Copperbelt Province of Zambia. A proportionate stratified sampling technique was employed to select a sample of 100 teachers from the district. The results showed that the mean score of teachers regarding human resource management practices of appraisal was higher as compared to, compensation, planning and training practices. This indicated that the teachers in the district were more satisfied with appraisal practices. Furthermore, to find the difference in teachers' satisfaction regarding human resource management practices based on their Gender, an Independent sample t-test was used. At t-value (0.891) and significance level at $p \leq 0.05$. A significant difference was observed in the scores of female and male teachers. Male teachers appeared to be more satisfied with human resource management practices in the district than female teachers. Lastly, the results showed that teachers' appraisal, training and development, planning and compensation practices strongly correlated with their job satisfaction.

Keywords – Teacher satisfaction, human resource management, training and development, planning, appraisal, compensation practices.

I. INTRODUCTION

Human resource management (HRM) practices are a set of internally coherent and consistent practices aimed at reinforcing and promoting employee competence, motivation as well as commitment (Elrehail et al., 2019). The current state of its practice embraces a strategic orientation in which human resource practice is undertaken with a focus on strategic concerns of organizations in areas such as goal achievement, survival, competitiveness and superior customer service. Human resource management practices have a role to play in building a viable mutual relationship between firms and their employees concerning shared trust and duties.

This relationship follows the "social exchange theory," in which employees offer their services to the organizations in exchange for perks and other benefits that they receive from the organizations (Mehwish et al., 2019). According to Sani, (2012) Human resources management practices are the functions of the following variables: advanced recruitment and selection system, training and development system, performance appraisal system, reward & compensation system and health and safety. On the other hand, Job satisfaction is a sense of employee achievements and successes.

It is generally believed that it is directly related to productivity and work performance, as well as to personal well-being. Job satisfaction is related to productivity, motivation, work performance and life satisfaction (Abuhashesh et al., 2019). It should be remembered that job satisfaction affects the employee's feeling of security in the organisation. A satisfied employee feels better in the company, perform better at work, but above all feel safe when it comes to his future and work in the organisation. That is why job satisfaction is such an important element of work safety (Wolniak and Olkiewicz, 2019; Niciejewska, 2017.) In Zambia, human resource management is guided by an Act of Parliament, which further designates the importance of HR practitioners in all organisations and companies.

The Zambia Institute of Human Resource Management (ZiHRM) is a professional body that was established under Act No.11 of 1997 of the laws of Zambia. The institute exists to promote and develop the practice of HR management in the country. For instance, Human resource practitioners are expected to respect Zambia's laws in their performance, to promote and uphold employment practices that protect against discrimination based on gender, age, ethnic group, and political affiliation.

The current state of its practice is that it embraces a tactical orientation in which human resource practice is undertaken with a lot of emphasis on strategic concerns of organizations in areas such as goal achievement, competitiveness, and superior customer service. At the firm level, most organizations align the HRM function with the main goal of the organisation. The current research was conducted in Kitwe District under the ministry of Education. Kitwe is one of the Districts centrally located in the Copperbelt Province of Zambia. It is the third-largest city in terms of infrastructure development (after Lusaka and Ndola) and the second-largest city in terms of size and population (after Lusaka). With a population of 517,543 (2010 census provisional), Kitwe is one of the most developed commercial and industrial areas in the nation, alongside Ndola and Lusaka.

II. PROBLEM STATEMENT

When employees are satisfied with their job, they become successfully committed to the organizations and contribute effectively (Mahmood, 2013). Although HRM practices have increasingly been studied in connection with different organizational outcomes like employee performance and employee commitment (Rahman et al., 2013; Nadarajah et al., 2012; Choi and Lee, 2013), there is no research on teachers' satisfaction regarding human resource management practices in Kitwe District in Zambia.

III. SIGNIFICANCE OF THE STUDY

This study could contribute to the literature on the importance of HRM practices to employee job satisfaction in the Education sector in Zambia. Therefore, there is an urge for recruiting efficient and experienced human resources (Mizan et al., 2013). This study will contribute to the development of Zambia's education sector, which may have a positive impact on teacher motivation. It also will highlight the nature and importance of HRM practices for the benefit of teachers in the education sector.

IV. LITERATURE REVIEW

Human resource management (HRM) practices can be regarded as a set of internally coherent and consistent practices aimed at reinforcing and promoting employee competence, motivation as well as commitment (Elrehail et al., 2019). They also manage human talents and skills to achieve the organization's goals (Ana et al., 2019). Furthermore, Human resource management in organizations provides the opportunity for the effective use of available skilled workers (Bayiz Ahmad et al., 2019).

HRM practices are considered to be a method of encouraging employees' satisfaction with their jobs

(Mohammed et al., 2019) this is so because, they have a significant and positive effect on employee job performance (Faiza et al., 2019). On the other hand, Job satisfaction is regarded as an individual's affective orientation toward work roles that he/she is presently occupying, and it is linked to that individual's behaviour in the workplace (Devananda and Onahrng, 2019). Additionally, Ana et al. (2019) verified a positive, strong relationship between HRM practices and employee satisfaction. Effective HRM practices can increase employee satisfaction and commitment on one hand, and organizational performance on the other hand (Cai et al., 2019). Some researchers (Abubakar et al., 2017a, b; Albrecht et al., 2015; Ukil, 2016) revealed that HRM practices could lead to employee satisfaction and engagement. Murat et al. (2014) found that there were positive relationships between HRM practices (recruitment and selection, training and development, compensation and benefits, performance appraisals), job satisfaction and organizational commitment. In the same line, Mizan et al. (2013) found that there were positive relationships among specific human resource practices, job satisfaction and organizational commitment in the banking sector of Bangladesh.

V. DATA ANALYSIS AND INTERPRETATIONS

1. Research Question 1

Which human resource management practice is considered most significant by Teachers in Kitwe District?

	N	Statistic	Mean	Std. Deviation	Skewness
Appraisal	100		5.33	2.198	-1.025
Compensation	100		4.28	2.598	-.160
Training	100		4.62	1.819	-.711
Planning	100		4.74	2.250	-.824
Valid (listwise)	N100				

The table represents the mean scores and standard deviation from teachers regarding HRM practices. The mean score of teachers regarding human resource management practices of Appraisal was higher as compared to Compensation, Planning and Training Practices. This indicates that the teachers in Kitwe District tend to be more satisfied with Appraisal practices.

2. Research Question 2

Which category of teachers in Kitwe District is more satisfied with human resource practices?

	N	Mean	Std. Deviation	Std. Error Mean
URBAN Urban	69	4.17	2.484	.293
RURAL Rural	31	5.16	2.366	.384

The table represents the mean scores and standard deviation of teachers from both Urban and Rural Schools regarding HRM practices. The mean score of teachers from Rural Schools regarding human resource management practices was higher as compared to the mean Score of teachers from Urban. This indicates that the teachers in rural schools are more satisfied with human resource management practices than those in urban schools.

3. Research Question 3

Is there any difference between Male and Female teachers' satisfaction regarding human resource management practices?

	N	Mean	Std. Deviation	Std. Error Mean
Female	72	4.17	2.484	.293
Male	38	5.16	2.366	.384

An independent sample t-test was applied for making the comparison between Male and Female teachers' satisfaction regarding human Resource management practices. At t-value (0.891) and significance level is less at $p \leq 0.05$. There is, a significant difference viewed in the scores of females ($M=4.17$, $SD=2.484$) and Male ($M=5.16$, $SD=2.366$) teachers. So, there was a significant difference between male and female teachers. Therefore, male teachers appear more satisfied with human resource management practices than female teachers.

VI. RESULTS

Mean analysis was used to find which practice of human resource management was being considered most satisfactorily by teachers in Kitwe District. The mean score of teachers regarding human resource management practices of appraisal was higher as compared to compensation, Planning and Training Practices. This indicates that the teachers in Kitwe District are more satisfied with appraisal practices. Similarly, mean analysis was used to check which practices of human resource management was considered most satisfactory by Urban and Rural teachers.

The mean score of teachers from rural schools regarding human resource management practices was higher as compared to the mean Score of teachers from Urban schools. This indicates that the teachers in rural schools are more satisfied with human resource management practices than those in urban schools. To find the difference in teachers' satisfaction regarding human resource management practices based on their Gender, an Independent sample t-test was used. At t-value (0.891) and significance level is less at $p \leq 0.05$. Therefore, a significant difference was viewed in the scores of female ($M=4.17$, $SD=2.484$) and Male ($M=5.16$, $SD=2.366$) teachers. So,

there was a significant difference between male and female teachers. Therefore, male teachers appear more satisfied with human resource management practices than female teachers.

VI. DISCUSSION AND CONCLUSION

The study was conducted with the teachers of Kitwe District to find out their satisfaction regarding HRM practices. The study reviewed that the four major HRM practices have a deep influence on the teachers' satisfaction concerning their jobs and this is in line with Ana *et al.* (2019) who verified a positive, strong relationship between HRM practices and employee satisfaction. Additionally, (Abubakar *et al.*, 2017a, b; Albrecht *et al.*, 2015; Ukil, 2016) revealed that HRM practices could lead to employee satisfaction and engagement. The results show that teachers' appraisal, training and development, planning and compensation practices strongly correlated with their job satisfaction and that they were very satisfied with performance appraisal because it was always conducted fairly and transparently. According to them, they were not very satisfied with training and development practices. They believed that the identification of training needs should be objectively done based on previous training feedback and training needs indicators. The training design should be based on the district current context and strategic goals.

This will give training its worth and the actualization of education institutions goals and objectives. Furthermore, there was also the effect of brain drain. The impact of human capital flight posed a great challenge to human resource training in the district. Training is perceived as a planned effort by institutions to enhance the acquisition of specific skills, the knowledge that the workforce needs to flourish in their job (Sitzmann & Weinhardt, 2015). Furthermore, teachers were also not satisfied with Human resource planning. The challenges highlighted on this one included forces that are always changing, such as employees getting sick, getting promoted, or going on vacation.

Human resources planning ensures the best fit between employees and jobs while avoiding manpower shortages or surpluses. There are four key steps to the HRP process. They include analyzing present labour supply, forecasting labour demand, balancing projected labour demand with supply, and supporting organizational goals. Concerning compensation practices, teachers felt that they were not awarded with appropriate salary, wages, remuneration according to their knowledge, qualification and skill. Moreover, compensation practices are the most important HR practices concerning employees' satisfaction (Masoodul, Saad, & Asghar, 2013).

VI. RECOMMENDATIONS

The purpose of this study was to investigate the importance of HRM practices (predictor variables) on employee job satisfaction (outcome measure). Moreover, the aim was to find out if there were correlations between HRM practices and employee job satisfaction in the education sector. In this regard, the findings extend our knowledge on the association between HRM practices and employee job satisfaction in the education sector in Zambia. The findings are in line with previous studies that highlighted that human resource practices were found to be contributing positively to employee job satisfaction (Haruna and Marthandan, 2017; Nwachukwu and Chladková, 2017; Taghrid, 2015). This research was conducted in the education sector in Zambia. I, therefore, recommend that future research be conducted in other sectors.

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AUTHOR PROFILE



Edgar P.C Mwansa

Born In Zambia, He Holds A Master Of Business Administration (MBA General), And Currently A Student Of Doctor Of Philosophy In Human Resource Management At The Copperbelt University.