

## The Role of Human Resources Management Practices in Employee Job Satisfaction in Salaam Bank: The Moderating Role of Organizational Justice

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### ABSTRACT

**Purpose** – Despite the obvious significance of human resources in an organization, their wellbeing over time has largely been taken for granted by some organizations. The purpose of this study is to analyze the role of human resource management (HRM) practices in employee job satisfaction.

**Design/methodology/approach** – A case study approach and primary data collection method were used to gathered quantitative data for the study through structured, self-administered questionnaires with five-point Likert scale. A stratified random sampling technique was used to obtain sample population, including 692 full-time employees in Salaam Bank Mogadishu-Somalia. The collected data was coded to Statistical Package for the Social Sciences (SPSS).

**Findings** – According to the results, planning and recruitment, training programs, employee compensation, and performance appraisal have all significant impact on employees' satisfaction. Moreover, coefficient analyses of three independent variables, namely planning and recruitment, employee compensation, and performance appraisal crossed with organizational justice imply existence of a moderating effect between each of these three independent variables and organizational justice; while no moderating effect was found between training programs and organizational justice.

**Discussion** – The outcome of the research provides a basis for bank managers to recognize the HRM practices that leads to higher employee job satisfaction. Accordingly, bank managers should adopt an efficient planning and recruitment, training, compensation, and appraisal system to achieve further job satisfaction. Since this research's focus is on private sector, future research is required to be extended to other districts and consider public institution as well.

## 1. Introduction

Employee satisfaction is one of the main drivers of organization success. Employee satisfaction means “an enjoyable or positive emotional state caused by the evaluation of one’s job” (Andrisani, 1978). Long and Thean (2011) were of the view that determining the important components that inspire personnel at work is essential for the firms; additionally, steps that could be undertaken to support the firm so as to develop suitable and perfect practices and boost the performance of their staffs in order for them to be satisfied with their day-to-day responsibilities seems to be indispensable role of organizations. Moreover, the success, survival and competitive capability of the banks tend to be connected to the employees' commitment. For the employees to be fully committed to their jobs, they should be satisfied with their work (Zopiatis et al., 2014). This implies that one of the critical prerequisites for employees' commitment to their organization is their job satisfaction. Therefore, it is argued that the cost incurred as a result of staff turnover, absenteeism, and low productivity is less likely to take place when staff is satisfied with their job. Staff members, along with their working capacity, are affected by their feeling of job satisfaction and this job satisfaction is argued to be interconnected with recruiting, training, fair compensation, and appraisal (Jung et al., 2004). In that way, for personnel to be attracted to any organization and for the organization to be able to retain existing workforce, regular Human Resource Management (HRM) practices which comprise all these elements ought to be put into consideration and be among top priorities when designing HRM strategy.

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Naturally, every organization is, at all times, reflecting that its most valuable resource is people. For all organizations, qualified employees with required skills are needed to carry out job responsibility and reach the set goals (Bon et al., 2018). The success of financial services providers such as Banks like many other service oriented firms is largely dependent on their employees' skills and expertise. For that reason, more attention is given to organization of human resources, considering that adoption of human resource practices involves directing staffs' efficiency towards achieving organizational goal. An organization such as a bank has more competitive advantage when the right and competent employees and effective HRM practices are adopted. These banks employ policies and practices of recruiting and training these competent workforce. Therefore, these personnel in turn will give the best to move the bank or organization towards achieving its goals. Indeed, training exercises are regular human resources management (HRM) activities to aid the personnel adaptation for new role or job settings, as well as to enhance problem-solving abilities in the work settings. Therefore, training is an indication of the value given to the workers and comprises a crucial aspect of the investments made by people (Pfeffer, 2007; Salleh et al., 2012; Zopiatis et al., 2014).

Lately, scholars' attention has been drawn toward organizational justice. (Yvonne et al., 2014). Organizational justice, nowadays, is not simply summarized to staff members; it, at the same time, lends itself across the organization which in turn leads to strong value of organizational justice within a firm structure and culture. It should be noted that this is not just essential for the wellness of staff members but likewise for organizations themselves. The growth of an organization could be influenced by the nature of organizational justice existing in the organization system. Different studies in different locations have reported positive relationship between high organizational justice and employee job satisfaction, employees' commitment, job attitudes, and employees conducts (Karkoulian et al., 2016). This, therefore, suggests that establishment of an impartial appraisal system which provides staff members with justice is essential for any organizations to motivate them to improve products, services and operations.

### **1.1. Research Problem**

The focus of the most organization management approaches revolve around the design and activities of their company and less attention has yet been given to inspiring the personnel for optimum growth and development which is the primary purpose of founding an organization. Despite the obvious significance of human resources in organizations, their wellbeing over time has largely been taken for granted by some organizations. Some organizations' human resources practices rarely showed concerned on the wellbeing of their workforce. While, it should be noted that for any organization to meet its set goals, job satisfaction should be given priority for growth and development (Vidal-Salazar et al., 2012). In this regard, HRM practice of a banks can be a prime example where poor employees' treatments can influence the productivity and affect banks performance negatively, which in turn may lead to the banks' deteriorating performance and fall in financial system as a whole. Hence, the broad objective of this study is to analyze the role of human resources management practices in employee job satisfaction in salaam bank of Somalia. The outcome of the research study will be useful not only to the Banking sector in Somalia but also to other sectors of the economy; it will help the banks to recognize the human resources management practices that lead to higher jobs' satisfaction among bank employees for effective services delivery to the customers. Having a good understanding of HRM practices can play a key role in addressing challenges related to poor financial services delivery to customers. Furthermore, understanding the role of human resources in sustaining an organization such as banks can be a core strategy in ensuring and meeting customers' needs in terms of various financial services they sort for and therefore bring about an improved businesses and economy for the country. The study will likewise present an organized basis in the aspect of assessing how HRM strategies affect employees' satisfaction that can serve as basis to effectively determine HRM in organizations for future studies.

### **1.2. Research Objectives**

Particularly, this research aims to achieve the following objectives:

- i. To determine the impact of planning and recruitment on employees' job satisfaction in Salaam Bank.
- ii. To determine the impact of training programs on employees' job satisfaction in Salaam Bank
- iii. To determine the impact of employee compensation on employees' job satisfaction in Salaam Bank.
- iv. To determine the impact of performance appraisal on employees' job satisfaction in Salaam Bank.

### **1.3. Literature Review and Hypothesis Development**

#### **1.3.1. Job Satisfaction**

Job satisfaction has captured the attention of researchers in the field of human resources, behavioral studies, and organizational studies. According to Macintosh and Doherty (2010), it is commonly acknowledged in the organizational behavior field that employees' job satisfaction is the most essential and often analyzed attitude; this is most likely because job satisfaction plays a crucial role in determining employee's job performance and invariably the organizational growth and development. In every organization, HRM department places more emphasis on job satisfaction as this helps to retain the employees and raises their growth and development level. Similarly, Aninkan (2014) posited that job satisfaction is largely an important requirement for the growth of any organization. Accordingly, employees who are satisfied with their jobs, perform better towards achieving the goal of the organization. As per study by Addis et al. (2019), when an employee's job performance develops, it in turn leads to increase in organizational productivity. A similar point of view by Abdulla et al., (2011) sees job satisfaction in this present business environment to be an important parts of effective organizational management practice, most especially in the time competition among organization has become intense due to improved technology, and organizations continue to strive to meets people's demands by making their workforce much more productive. Furthermore, Alsughayir (2014) found out that employees who are satisfied with their job tend to be more motivated and as well more committed toward their job duties. Besides, employees who are satisfied with their job will have more pride doing their jobs. In the same manner, (Jabeen and Isakovic, 2018) were of the opinion that employees satisfaction bring about outstanding quality and because of this, there is high employees' tendency towards working as a team towards expected outcome (Daniels and Bailey, 1999). For this reason, scholars have constantly tried to acknowledge the impacts of HRM practice on employees' satisfaction, considering that a satisfied employee produce high job performance which in turn set the organization in the right path of growth and development.

#### **1.3.2. Human Resource Management Practices**

Prior to the developing a definition of HRM, the term personnel management, tracking back to the 1920s, was used by organizations to address various issues concerning their workforce. It involves issues mainly concerning the human administration department charged with the responsibility of recruiting and selecting qualified persons for organizations. In addition, there are different functions performed by this department which include dealing with complaint, registration, evaluation, compensation, and retirement (Haddock-Millar et al., 2016). In the late 1970s, institutions from all around the world began experiencing increase in competitive pressures as a result of the factors such as fast growing technological change, deregulation as well as globalization. Hence, an effective management system became necessary and in response to that, HRM was designed. As outlined by DuBois and DuBois (2012), for an organization to be flexible as well as adaptable, human capital is an important factor. Moreover, in accordance with AlZgool, (2019) the effective response of an organization when it comes to the competitive environment is essential to structure human resource in the organization. Based on the present structural backdrop, HRM could be seen as organized procedures through which an organization employ and manage human capital in such a manner that it aids the firm to reach its goals. HRM Practice is an approach that was employed by firms to manage and control it employees for effective service delivery and better performance. Employing appropriate human resources management practices enable the organization to achieve sustainable business growth. In accordance with the statement of Addis et al. (2019), a business cultivates and obtains their resources in accordance to their needs and necessities for the smooth firm operation. HRM involves not just the business but at the same time concern the wellbeing of the human capital engaged; therefore, it pays attention not only towards hiring but to motivating their existing workforce for growth and development. HRM practice helps organizations to make the right decision in the selection of qualified and experience personnel for job role in a changing business environment as Seuring and Müller (2008) have already discussed. The effectiveness of the human resources employed by a business goes a long way in determining the successful running of the business. As a result, an organized arrangement for employee hiring, training and development, motivation, manpower development, performance appraisal, industrial relation and reward control must receive more attention. In addition, HRM likewise involves employees' skill development, capability and expertise in the recruited human resources. Four HRM practices to be considered for this study are performance evaluation, employees' compensation, recruitment and selection, and training programs. A study by Cherif (2020) to determine how HRM are

adopted by banks in Saudi Arabia. Analysis of the study indicates that there was positive correlation between HRM practice and employee job satisfaction. Also employee job satisfaction and organizational commitment were positively correlated. The above findings were also similar to the report of Sila (2020) which proved that HRM practice in terms of employee recognition has significant effect on job satisfaction or staff of some organizations in Nigeria.

### **1.3.3. Planning and Recruitment**

Generally, an organizational human resource teams are charged with the responsibility to recruits qualified individuals based on the merit and skill level of applicants. In addition to operational procedure, organizations have many activities such as promotion, maintenance, as well as financial activities. Besides, organizations comprise a number of different positions (e.g., security, parking and housekeeping). HRM plays central role in selecting specialized and non-specialized applicants to fill the vacant positions in an organization (Meyer et al., 2002; Valaei and Rezaei, 2016). In any organization, the process of recruitment is an important aspect that primarily drives an organization output and performance. The process of employees' recruitment for organizations is largely managed by the human resource department of organizations. It involves sorting out applicants' curriculum in accordance with the organizations' positions requirement for aptitude test (Rathanweera, 2010). In accordance with the above insights, the following hypothesis is formulated:

*H1: Planning and recruitment is positively and significantly related to employee's job satisfaction.*

### **1.3.4. Training Programs**

At the present time, organization success and competitive advantage is based upon giving more priority to human due to the fact that lots of the resources possessed by organizations could be imitated, except for human resources. For that reason; it is necessary to make sure that human resources carry out their job responsibility effectively. This means that when employees are trained well, they become more able to achieve the organizational goals. Training as one of the HRM practices is an indicator of the significance of employees and makes an essential part of the investments made by people. Training is a HRM activity with the aim of improving the employees' efficiency for better organization outcome (Harrison, 2005). When it comes to staff participation in organized training programs, organizations could allow the employees to improve their know-how and abilities. By doing this, assigned responsibilities are carried out effectively and timely. A study by Tan and Nasurdin (2011) researched the top 100 mid-size businesses in South Africa and found out training possesses a great impact on workforce overall performance. DuBois and DuBois (2012) in support of the above views stated that with the help of trainings, required skills and know-how, employees will be capable of effectively executing their job responsibilities. In a situation that employees lack necessary skills to efficiently deliver on their job tasks, it will most likely negatively impact their level of productivity. Apart from that, an employee with required training is expected to effectively manage encountered pressures in the course of carrying out their job function. Organizations, that are successful, understand that the performance evaluations of their employees is strongly connected to training and development designed for the employees' growth (Si and Li, 2012). This is to make sure that in every given assessment period, every employee has a chance to improve their general performance through training. Taken together, we develop the following hypothesis:

*H2: Training programs are positively and significantly related to employee's job satisfaction.*

### **1.3.5. Employee Compensation**

Compensation for employees is an important component of HRM practices employed by organizations to give rewards to their workforce. For employees, it is among key issues to be taken into consideration when discussing an employment contract. A clear employment contract design can graphically explain the commitments and goals of the firm and the staffs in a manner to avoid future discrepancies. Studies have shown that compensation practices are considered as one of the best rewards to inspire employee and it could be used to enhance quality, creativity, and a variety of other positive results important in an ideal work environment (Albrecht et al., 2015). What is more, it has been argued by many that one of the best ways to categorize employee's behaviors is through compensation system so as to establish their present positions and organize for potential opportunities. At the same time, experts assumed that businesses that have large number of more engaged workforce do better than their peers in terms of organizational performances (Harter et al., 2002). It should be noted that the effects of constrictive changes in compensation systems can lead to

combination of benefits and consequences. Study signifies that whenever compensation changes are constructively made in an organization, the response is connected with returns. An example can be given from the study of Salleh et al. (2012) whereby 25% of employees claimed that receiving decent compensation from their organization was the single most vital thing they asked for. Without doubt, personnel need to be effectively managed and encouraged by giving the best rewards and compensation according to the business principles. Thus, this will also help the organization to attract and retain the best workforces. Additionally, there is a strong belief that an employee who is motivated is on the right path to achieve high level of job satisfaction and this can be invariably translated to enhanced customer service and be efficient, with the organizational rewards in terms of higher returns, market share, and effective service (Rubin and Babbie, 2016). There are different strategies employed by organizations to motivate their employees and among these strategies is robust employees' reward practices which have proved to inspire and make employees to be more satisfied and be committed towards assigned job responsibility. Poor reward practice in some organizations result in low employee satisfaction, therefore bring about low commitments among employees towards organization goal. In other words, when organization adopts an effective reward management strategy, it in turn meets the employees' needs with significant impacts on organizational productivity. Supporting the above view point, Alsughayir (2014) was of the opinion that an organization cannot satisfy its workforce if a robust reward system to motivate them is not followed. In addition, Addis et al. (2019) argued that employees reward is strongly connected to employees' job satisfaction. Organizations staff members are pleased when the rewards are in step with the efforts expended in carrying out the job function. This is how we hypothesize:

*H3: Employee compensation is positively and significantly related to employee's job satisfaction.*

### **1.3.6. Performance Appraisal**

Human resource purists state a number of variations between performance evaluation and performance appraisal although these two, in practice, are interchangeably used considering that both terms make reference to a process through which employers assess the performance of an employee and decides the benefits. In strict terms, even so, an evaluation usually preceded an appraisal (Harrison, 2005). Performance evaluation is the formal process to determine an employee's job associated activities and their outcomes within a specific position. It is well known that organizations commonly have annually performance assessments with the immediate manager to discuss and examine the remarks on the performance employee in an organization. It is usually a means of creating team work, minimizing complaints, discovering employees' strengths and weaknesses as well as a sort of training they may be required for effectively delivering task assigned to them (Agyen-Gyasi and Boateng, 2015). The aim of performance appraisal systems is to encourage as well as inspire workforce for the success of an organization; and increasing job satisfaction that could help reduce the rate of employee turnover. Therefore, we hypothesize that:

*H4: Performance appraisal is positively and significantly related to employee's job satisfaction.*

### **1.3.7. Organizational Justice**

DuBois and DuBois (2012) defined organizational justice as the perceptions of fairness that employees perceive within an organizational setting. Organizational justice contributes significantly to relationships that employees perceive at work, and how they react towards these perceptions, and the consequential impact of their job performance. According to them, it has been widely accepted that organizational justice contributes to employee performance. What is more, the study by Salleh et al. (2012) indicated a significant relationship between employee performance and organizational justice, and hence concluded that organizations should enhance employee's relations not only with perceived justice but also with actual justice in terms of equity in work and payments. According to Sila (2020), there are three forms of organizational justice that shape employees' relationship with work performance. These consist of distributive, interactional, and procedural justice. In this regard, distributive justice in an organizational setting referring to outcomes and performance that is consistent with implicit allocation and distribution of equity or equality at work. Procedural justice, however, refers to employees' actual or perceived voice, or involvement decision making process that influences the outcome of their work. In fact, it means that there has to be a perceived relationship particularly in fairness in the procedures that are utilized in decision at work. Last but not least, interactional justice in organizational setting refers to the perceived fairness and relationship in interpersonal treatment between employees and those who make decisions on how performance outcomes will be arrived at. This type of organizational justice reflects and determines the degree to which people feel valued, celebrated or tolerated,

which in turn influences employees’ commitment to enhancing performance or reducing their performance. As such, the following hypotheses are developed:

*H5a:* Organizational justice has a moderating effect on planning and recruitment-employee’s job satisfaction relationship.

*H5b:* Organizational justice has a moderating effect on training programs-employee’s job satisfaction relationship.

*H5c:* Organizational justice has a moderating effect on employee compensation-employee’s job satisfaction relationship.

*H5d:* Organizational justice has a moderating effect on performance appraisal-employee’s job satisfaction relationship.

## 2. Method and Data Collection

The study utilized survey research approach to gather quantitative data needed to achieve the objective of the study. This approach will be suited for this study considering the fact that it will help the researcher to select a small sample from a larger population to act as an inference. The researcher used primary data collection method to gathered relevant data for the study. Primary data was collected from the bank’s employees through self-administered questionnaire. The study was conducted in Salaam Bank Mogadishu-Somalia. The target population for the study was 692 employees from every unit of the bank who were all full-time staffs. A sample is the true representation of a particular given population. This study sample size was calculated based on Berman’s (2006) formula for determining sample size for a given population.

### 2.1. Research Model

It should be noted that HRM is a strategic tool in the hand of an organization to set policies that help personnel acquire basic skill and know how to effectively discharge their duties and work towards achieving organizational goal. Therefore, a study of this nature is set to look at how Human Resources Management practices (independent variables) can bring about job satisfaction (dependent variable) of workers in an organization. In this regard, organizational justice, as a number of recent studies have already shown, contributes significantly to relationships that employees perceive at work, and how they react towards these perceptions, and the consequential impact of their job performance. According to the literature review already developed, a schematic diagram of the model is illustrated to visualize the theorized relationship among the variables. Figure 1 shows the relation between the independents and dependent variable.

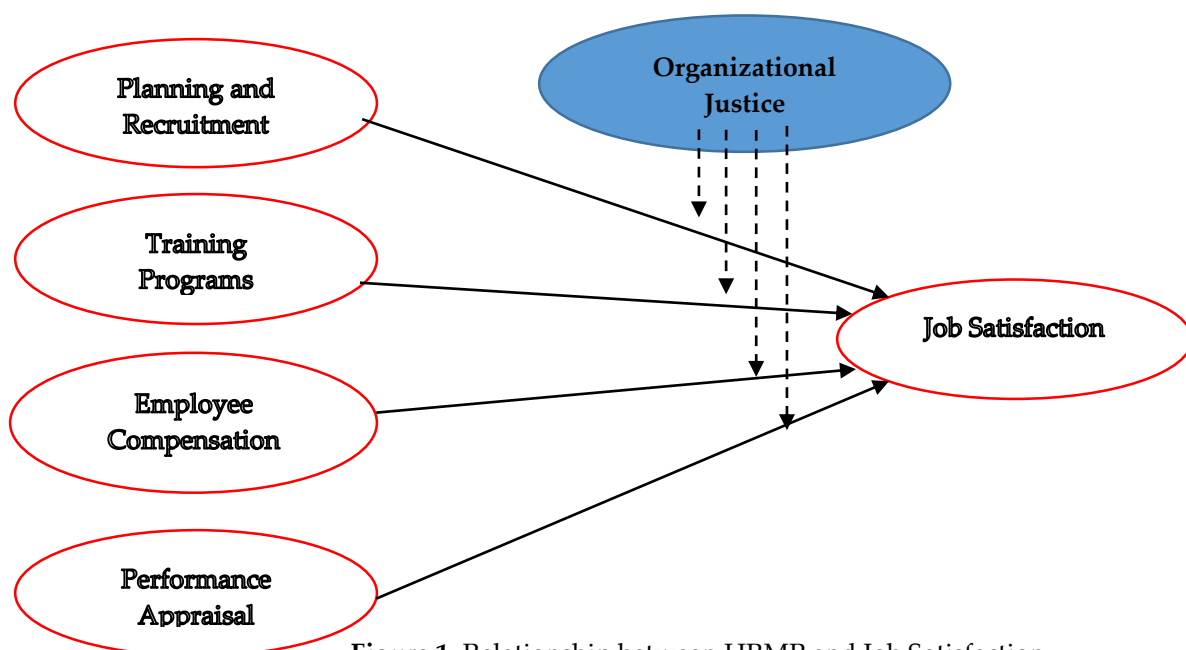


Figure 1. Relationship between HRMP and Job Satisfaction.

## 2.2. Population and Sample

The study targeted and sampled the employees working in Salam Bank. The study comprised those who have been working in the bank for more than 6 months, or have had a minimum of one year working experience in a bank. A stratified random sampling technique was used to obtain sample population, including 692 full-time employees in Salaam Bank Mogadishu-Somalia to gather required quantitative data. A survey questionnaire was designed and used to gather data about basic socio-demographic attribute of the respondents and HRM practices information relevant to the study. With regard to gathering information on HRM practices, Structured questionnaires in the form of self-administered questionnaires with five-point Likert scale ranging from strongly agree to strongly disagree was used to best represent the entire population.

## 2.3. Data Analysis

The data collected from the survey was coded to Statistical Package for the Social Sciences (SPSS) version 25. Following entry of data collected, it was analyzed and the needed information obtained through the SPSS analysis was used to address the specific study objectives. In addition, the impact of HRM practices on job satisfaction was determined through regression model analysis.

This study like any other ethical survey research followed ideal ethical guide lines appropriate for the use of human participants in research. The target respondents for the study were informed of the fact that this survey was voluntary, and they would have the right to withdraw if they wished.

We have chosen Exploratory Factor Analysis method to find out the core factors that drive the employees to be satisfied. To find out whether the data is suitable for factor analysis, KMO (Kaiser Mayer Olkin) and Bartlett's tests were applied. Bartlett's test of sphericity has been used to test the null hypotheses that the variables in the study are not correlated. A large value of the test statistic will favor the rejection of the null hypotheses. KMO index compares the magnitudes of the observed correlation coefficients to the magnitudes of the partial correlation coefficients. Small values (below 0.5) of the KMO statistic indicate that the correlations between pairs of variables cannot be explained by other variables and that factor analysis may not be appropriate.

**Table 1.** KMO and Bartlett's Test

Keiser-Meyer-Olkin Measure of Sampling Adequacy		.915
Bartlett's Test of Sphericity	Approx. Chi.Square	355.891
	Df	45
	Sig.	.000

According to Table 1, because Bartlett's test of sphericity is significant (here is .000 so it is less than 0.05) and at the same time KMO is higher than 0.6 (here 0.915), our dataset is suitable for running factor analysis.

We included 59 items to measure five desired factors, namely planning and recruitment, training programs, employees' compensation, performance appraisal, and employees' satisfaction, and it was believed that these items were measuring the factors. As a result of the factor analysis through principal component analysis (PCA) applied to the statements in the questionnaire form, presence of five factors that explain 60.8 % of the variables were validated. As shown in Table 2, Q54, Q40, Q34, Q25, and Q24 were excluded from the analysis. Remaining 54 Likert type questions were analyzed.

**Table 2.** Factor Analysis

Measurement Item	PR	TP	PA	ES	ES	OJ
Q51	.901					
Q53	.881					
Q52	.865					
Q50	.834					
Q55	.739					
Q49	.724					
Q42		.798				
Q48		.785				
Q47		.743				
Q46		.740				
Q44		.739				
Q45		.722				
Q43		.711				
Q37			.803			
Q41			.774			
Q35			.762			
Q36			.740			
Q39			.736			
Q33			.721			
Q38			.710			
Q32				.748		
Q31				.746		
Q29				.744		
Q26				.734		
Q27				.723		
Q28				.720		
Q30				.711		
Q20					.839	
Q21					.820	
Q16					.814	
Q22					.810	
Q15					.796	
Q17					.743	
Q18					.733	
Q19					.711	
Q23					.703	
Q14					.701	
Q13						.912
Q3						.910
Q1						.902
Q5						.897
Q10						.877
Q4						.822
Q3						.808
Q8						.799
Q7						.789
Q6						.780
Q11						.750
Q9						.734
Q2						.712
Q12						.706

**Notes:** PR, TP, PA, ES, and OJ stand for planning and recruitment, training programs, employees' compensation, performance appraisal, employees' satisfaction, and organizational justice respectively.

The results of the factor analysis and the distribution of the questions to the factors can be seen in Table 3.



**Table 3.** Detailed Analysis of the Factors

Label	Construct	Mean	Std.
<b>PLANNING AND RECRUITMENT</b>			
PR1	The bank attracts employees with high qualities.	3.9817	1.03827
PR2	The bank retains employees with high qualities.	4.0138	.72785
PR3	The bank's web page is regularly updated with vacant positions.	3.9266	1.44137
PR4	The banks' recruitment process is unbiased or discriminate.	4.2018	1.10949
PR5	There exist high level of transparency in the bank's planning and recruitment process.	4.1284	.97054
PR6	The employees' are included in the bank's planning process.	3.9266	.99498
<b>TRAINING PROGRAMS</b>			
	Quality of training is paramount to the bank.	4.0505	1.07000
TR1	The company provides new employees with an orientation.	3.8028	1.27817
TR2	The bank implements constant training to enhance performance.	4.0596	.57692
TR3	The bank plan ahead before embarking on any training programs.	4.0550	.85690
TR4	Advanced technologies are adopted for training Programs.	3.6009	.88583
TR5	The bank occasionally considered cross-departmental training programs.	4.4064	.83614
TR6	The bank adopts new methods for training programs.	3.8807	1.01350
TR7	The bank places emphasis on team-work seminars.	3.9511	.41879
<b>EMPLOYEES' COMPENSATION</b>			
EC1	The bank's takes employees' needs into consideration.	4.0000	1.25540
EC2	Necessary rewards are given to the employees by the organization.	4.1330	.72843
EC3	The bank makes available employees' benefits that compete favorably in the Somali banking sector.	2.7477	1.65883
EC4	Non-cash compensation alternatively are sometimes given the employees.	3.5963	.95637
EC5	The bank's compensation programs sometimes depends on performance.	4.0000	1.02053
EC6	An unbiased incentive system is used by the bank.	3.8761	1.30518
EC7	The bank periodically reviews its compensation system.	4.2706	.57213
<b>PERFORMANCE APPRAISAL</b>			
PA1	Employees' complains are well handled by the bank.	4.0734	.99034
PA2	The bank has a structured professional appraisal system.	4.1330	1.02760
PA3	The bank make sure that employees are responsible for their assigned task.	3.7431	1.07252
PA4	The bank gives prompt feedback to the employees'.	3.8670	.96277
PA5	The bank take into consideration its employees' ideas and suggestions.	3.4128	1.54031
PA6	The evaluation system in the bank is impartial and straightforward.	4.1376	.49825
PA7	Support for employees' development is one of the top priority of the bank.	3.9266	1.06218
<b>EMPLOYEES' SATISFACTION</b>			
ES1	The reason I enjoying my job responsibility is because I am sure my effort will be adequately recognized.	4.0505	1.07000
ES2	I am satisfied with my relations with my other colleagues.	3.7385	1.00711
ES3	I am satisfied with the career that I had while working in this organizations.	4.1376	1.25517

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ES4	I got joy from my job due to the recognition I receive for job performance.	4.0092	1.21052
ES5	My work load is fair for me in my work place.	4.3349	.47303
ES6	I feel proud of myself and my job when I am praised for job well done.	3.9908	.89541
ES7	I am ok with my job responsibility in my job.	3.5963	1.15299
ES8	I have enough time to socialize with my job schedule.	4.3440	.78932
ES9	I have the feelings that my job is secure in my place of work.	4.1927	.82559
ES10	I feel myself happy in this organization.	4.6055	.60746
<b>ORGANIZATIONAL JUSTICE</b>			
<b>Distributive Justice</b>			
OJ1	I see my work load to be reasonably fair.	2.7248	1.33973
	I get a reasonably fair reward.	3.5872	1.35912
OJ2	I consider that my job task are reasonably fair.	2.9266	1.39258
<b>Procedural Justice</b>			
OJ3	My supervisor clarifies decisions and offers other information when the employees request for them.	4.5275	.50039
OJ4	My supervisor collects accurate and complete information from me concerning my job	4.6789	.46797
OJ5	I am allowed to challenge or appeal job conclusions reached by my supervisors.	2.7339	1.57540
<b>Interactional Justice</b>			
OJ6	When certain decisions are made concerning my job responsibility, the supervisor address me in a truthful manner.	3.4083	1.14535
OJ7	The manager offers adequate justification for decisions made about my job.	4.1330	.49487
OJ8	Regarding decisions made concerning my job, the manager discusses with me the consequences of such decisions.	4.0550	1.29753
<b>Temporal Justice</b>			
OJ9	I have time to socialize, spend time with friends, go to gym or indulge in your hobbies etc. during a week.	3.8165	1.46960
OJ10	I am not able to spend armful time with my children as a result of work load.	2.6743	1.49635
OJ11	I am not able to spend more time with my spouse as a result of work load.	3.3578	1.18767
<b>Spatial Justice</b>			
OJ12	Across various branches of this organization in different locations there is discrimination in the budget allocation.	2.8899	1.59110
OJ13	Facilities like cafeteria, washrooms etc. are located at a fair amount of distance from my work station.	3.7202	1.07748
OJ14	Office necessary machines such as printers, scanners, photocopiers are located at a fair amount of distance from my office.	2.7248	1.33973
		3.5872	1.35912
		2.9266	1.39258
		4.5275	.50039

### 3. Findings

#### 3.1. The Demographic Attributes of the Responses

Additionally, results on occupational status of the bank's employees revealed that, a total of 183 (83.9%) of the bank's employees are operational staffs, a total of 29 (12.3%) of the bank's employees are senior staffs, while a total of 6 (2.8%) of the bank's employees are management executive staffs. This implies that larger percentage of the employees for this study are operational staffs which is good for this study because there is a general belief that the operational staffs in the banks carry much workload and can effectively attest to how satisfied they are with their job.

#### 3.2. Validity and Reliability of the Scales

Berman (2006) stated that based on validity criterion, variables must measure what they are supposed to measure. In this study, the data for relevant indicators which were related to desired variables were gathered.

Thus, with respect to the data collection methods adopted, the study satisfies validity criterion. Moreover, Berman (2006) described reliability as when repeating measurements results in the same findings. In this regard, Cronbach's alpha is a most common measure used to assess reliability which represents the internal consistency of a questionnaire made up of Liker-type scales. The Table 4 shows Cronbach's alpha as well as the Pearson's correlation of the study variables. As observed from the Table 4, there exist positive and significant correlation between all the variables the R-values of which range between 0.102 – 0.620 are statistically significant at 0.01. However, the correlation values are < 0.8 indicating that there is no problem of multicollinearity among the study model variables.

**Table 4.** Correlation Matrix and Reliability Estimates for the Study Variables

S/No	Variables	Cronbach's Alpha	1	2	3	4	5	6
1.	Planning	0.79	1					
2.	Training	0.80	.034	1				
3.	Compensation	0.84	.174*	.245**	1			
4.	Performance	0.90	.307**	.140*	.163*	1		
5.	Satisfaction	0.85	.327**	.296**	.257**	.612**	1	
6.	Justice	0.97	.203**	.102	.150*	.410**	.597**	1

\*\* Correlation is significant at the 0.01 level (2-tailed).

### 3.3. Effect of the Human Resources Practices on Employees' Job Satisfaction in Salaam Bank

A simple regression analysis was used to determine the effect of HRM practices in Salaam bank.

**Table 5.** Effect of Human Resource Management Practice (HRM) on Employees' Satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.671 <sup>a</sup>	.450	.440	.31146	.450	43.653	.000
2	.815 <sup>b</sup>	.665	.657	.24388	.214	135.401	.000

a. Predictors: (Constant), Performance, Planning, Training, Compensation

b. Predictors: (Constant), Performance, Planning, Training, Compensation, Organizational Justice

As seen in Table 5, a high correlation coefficient of R= 0.67 revealed that a positive relationship exist between the dependent and independent variables. Coefficient of Determination ( $R^2 = 0.45$ ) shows that 45% of variation in HRM practice accounted for employees satisfaction in Salaam bank. Therefore, HRM practice had significant impact on employees' satisfaction (sig. < 0.05). However, R-square change of 21% with significant value less than 0.05 implies that organizational justice does moderate the relationship between HRM practice and job satisfaction. In the same manner, Wang et al., (2011) study on the effects of employee's recognition and pay on job satisfaction and performance showed that there exists a positive significant relationship between pay, employees' recognition, job satisfaction, and job performance.

**Table 6.** Coefficient Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
	(Constant)	.913	.247		3.692	.000
1	Planning	.098	.037	.142	2.643	.009
	Training	.100	.027	.194	3.671	.000
	Compensation	.071	.038	.099	1.854	.065
	Performance	.577	.059	.525	9.709	.000

The result in Table 6 shows employees' level of agreement with planning and recruitment practice in Salam bank is high as indicated by the employees. A simple regression result indicates positive relationship ( $\beta = 0.098$ , sig. = 0.009) exists between the planning & recruitment and employees' job satisfaction. Thus, planning and recruitment practice has significant impact on employees' satisfaction in Salaam Bank. The study revealed that employees' level of agreement with training practice in Salam bank is high as indicated by the respondents. A simple regression result indicates positive relationship ( $\beta = 0.100$ , sig. = 0.000) exists between the training programs and employees' satisfaction. Therefore, training programs practice has significant impact on employees' satisfaction in Salaam Bank. Similarly, employees' level of agreement with compensation practice in Salam bank is high as indicated by the employees. A simple regression result indicates positive relationship ( $\beta = 0.071$ , sig. = 0.065) exists between the compensation and employees' job satisfaction. Therefore, compensation practice has significant impact on employees' satisfaction in Salaam Bank. In addition, employees' level of agreement with performance appraisal practice in Salam bank is high as indicated by the employees. A simple regression indicates a positive relationship ( $\beta = 0.204$ , sig. = 0.003) exists between the performance appraisal practice and employees satisfaction in Salaam bank. Therefore, performance appraisal practice has significant impact on employees' satisfaction in Salaam Bank. Therefore, this implies that HRM practice has significant impact on employees' satisfaction. Similarly, moderating effects exist between planning, compensation and employee performance, while no moderating effects exist between training and organizational justice.

Table 7 shows the moderating effects of organizational justice on HRM practice considered for the study. For planning human resource practice, the result revealed that the coefficient of planning crossed with organizational justice is significant ( $B = 0.130$ , Sig. = 0.003), which implies that organizational justice has a contingent effect on the planning and recruitment-job satisfaction relationship. For training human resource practice, the result revealed that the coefficient of planning crossed with organizational justice is not significant ( $B = 0.490$ , Sig. = 0.135), which implies that organizational justice has a contingent effect on the training programs-job satisfaction relationship. Additionally, for compensation human resource practice, the result revealed that the coefficient of compensation crossed with organizational justice is significant ( $B = 0.100$ , Sig. = 0.027), which implies that organizational justice has a contingent effect on the employee compensation-job satisfaction relationship. Lastly, for employee performance human resource practice, the result revealed that the coefficient of employee performance crossed with organizational justice is significant ( $B = 0.962$ , Sig. = 0.000), which implies that organizational justice has a contingent effect on the performance appraisal-job satisfaction relationship. To sum up, organizational justice has an interaction with each of the HRM factors in explaining job satisfaction and modifies each of the independent-dependent relationships.

**Table 7.** Moderating Effects of Organizational Justice on Human Resources Management practices

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Planning × Organizational Justice.	.130	.043	.203	3.045	.003
Training × Organizational Justice.	.490	.033	.102	1.502	.135
Compensation × Organizational Justice.	.100	.045	.150	2.225	.027
Performance × Organizational Justice.	.962	.015	.973	62.082	.000

#### 4. Conclusion and Discussion

The outcomes of the research indicate that the coefficient for each of the HRM variables. Planning and recruitment recorded a coefficient indicating that it has positive and significant impacts on job satisfaction among the bank employees. This finding can be supported by the finding of Rathana-weera (2010) conducted in Jordan which revealed that planning and recruitment practice in Jordanian telecommunication companies have significant impacts on employees' job satisfactions. Moreover, training and recruitment recorded a coefficient indicating that they have positive and significant impact on job satisfaction among the bank employees. The result also agrees with the findings of Si and Li (2012). This result suggests that the bank

occasionally considered cross-departmental training programs in Salam Bank which is expected to bring about improved productivity among the bank's employees as well as improved job satisfaction. Furthermore, compensation recorded a coefficient indicating that compensation has positive but non-significant impact on job satisfaction among the bank employees. This study result is contrary to the findings by Zaid et al., (2018) who revealed, in his study, that compensation had significant impact on employees' satisfaction. This suggests that the bank periodically reviews its compensation system. In addition, performance appraisal recorded a coefficient indicating that performance appraisal has positive and significant impacts on job satisfaction among the bank employees. The outcome is similar to that of (Si and Li, 2012) who reported that performance appraisal had significant impact on employees' job satisfaction. Besides, the result also validates the finding of Harrison (2005) who in their study revealed that performance appraisal practice had significant impact on employees' satisfaction in Ghana service sector.

Furthermore, the generated outcomes from the moderating effects of organizational justice on HRM practice revealed that organizational justice has an interaction with each of the HRM factors in explaining job satisfaction and modifies each of the independent-dependent relationships. This view gives a strong support for the study already performed by DuBois and DuBois (2012) who argued that organizational justice contributes significantly to relationships that employees perceive at work, and how they react towards these perceptions, and the consequential impact of their job performance. The outcome of this study can also be a complement to the prior study by Salleh et al. (2012) who indicated a significant relationship between employee performance and organizational justice, and hence concluded that organizations should enhance employee's relations not only with perceived justice but also with actual justice in terms of equity in work and payments.

Based on the findings on the objective of this study, it is recommended that future research should be conducted in order for the bank's management to look into how it can improve the bank project on the human resource needs regularly as this item had less agreement among the banks' employees. In addition to this, the bank's management should adopt more advanced technologies for employees training programs to achieve efficiency and further improve job satisfaction. Likewise, the bank's management should look into how it can improve its evaluation system in the bank so as to make it impartial and straightforward. In this research, as the bank is a private owned institution and the staff who was expected to answer respective questions about HRM practice employees was reluctant to participate in the study, the authors had to follow rigorous process before having full cooperation of the employees. Since this study's focus is on private sector, a future research that would considered private and public institution is recommended so as to examine if there would be any variation in HRM practices between public and private sector. Other studies to examine HRM practice could consider different organizations in the same sector and by doing so some sectoral similarities and difference could arise. Finally, this study focused on analyzing the impact of HRM practice in banking industry. However, future study could be extended to other district in Somalia in order to investigate other organizations in terms of human resource management practice in such settings.

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**Appendix 1****Questionnaire**

<b>PLANNING AND RECRUITMENT</b>	
1	The bank attracts employees with high qualities.
2	The bank retains employees with high qualities.
3	The bank's web page is regularly updated with vacant positions.
4	The banks' recruitment process is unbiased or discriminate.
5	There exist high level of transparency in the bank's planning and recruitment process.
6	The employees' are included in the bank's planning process.
7	The bank project the human resource needs regularly.
<b>TRAINING PROGRAMS</b>	
8	Quality of training is paramount to the bank.
9	The company provides new employees with an orientation.
10	The bank implements constant training to enhance performance.
11	The bank plan ahead before embarking on any training programs.
12	Advanced technologies are adopted for training Programs.
13	The bank occasionally considered cross-departmental training programs.
14	The bank adopts new methods for training programs.
15	The bank places emphasis on team-work seminars.
<b>EMPLOYEES' COMPENSATION</b>	
16	The bank's takes employees' needs into consideration.
17	Necessary rewards are given to the employees by the organization.
18	The bank makes available employees' benefits that compete favorably in the Somali banking sector.
19	Non-cash compensation alternatively are sometimes given the employees.
20	The bank's compensation programs sometimes depends on performance.
21	An unbiased incentive system is used by the bank.
22	The bank periodically reviews its compensation system.
<b>PERFORMANCE APPRAISAL</b>	
23	Employees' complains are well handled by the bank.
24	The bank has a structured professional appraisal system.
25	The bank make sure that employees are responsible for their assigned task.
26	The bank gives prompt feedback to the employees'.
27	The bank take into consideration its employees' ideas and suggestions.
28	The evaluation system in the bank is impartial and straightforward.
29	Support for employees' development is one of the top priority of the bank.
<b>EMPLOYEES' SATISFACTION</b>	
30	The reason I enjoying my job responsibility is because I am sure my effort will be adequately recognized.
31	I am satisfied with my relations with my other colleagues.
32	I am satisfied with the career that I had while working in this organizations.
33	I got joy from my job due to the recognition I receive for job performance.
34	My work load is fair for me in my work place.
35	I feel proud of myself and my job when I am praised for job well done.



- 36 I am ok with my job responsibility in my job.  
37 I have enough time to socialize with my job schedule.  
38 I have the feelings that my job is secure in my place of work.  
39 I feel myself happy in this organization.

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**ORGANIZATIONAL JUSTICE**

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**Distributive Justice**

- 40 I see my work load to be reasonably fair.  
41 I get a reasonably fair reward.  
42 I consider that my job task are reasonably fair.

**Procedural Justice**

- 43 My supervisor clarifies decisions and offers other information when the employees request for them.  
44 My supervisor collects accurate and complete information from me concerning my job  
45 I am allowed to challenge or appeal job conclusions reached by my supervisors.

**Interactional Justice**

- 46 When certain decisions are made concerning my job responsibility, the supervisor address me in a truthful manner.  
47 The manager offers adequate justification for decisions made about my job.  
48 Regarding decisions made concerning my job, the manager discusses with me the consequences of such decisions.

**Temporal Justice**

- 49 I have time to socialize, spend time with friends, go to gym or indulge in your hobbies etc. during a week.  
50 I am not able to spend armful time with my children as a result of work load.  
51 I am not able to spend more time with my spouse as a result of work load.

**Spatial Justice**

- 52 Across various branches of this organization in different locations there is discrimination in the budget allocation.  
53 Facilities like cafeteria, washrooms etc. are located at a fair amount of distance from my work station.  
54 Office necessary machines such as printers, scanners, photocopiers are located at a fair amount of distance from my office.
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