

The Role of Human Resources Management in Achieving Employee Satisfaction in Government Institutions in the Emirate of Fujairah in the United Arab Emirates

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Abstract

As a result of the increasing interest in managing human resources, public and private organizations have begun to work on setting rules, principles and instructions that guarantee working conditions and meet the needs and aspirations of workers, and work to direct their behavior and activity, or develop their skills that ensure increased productivity, and raise efficiency and quality, and therefore institutions began to search For mechanisms to ensure obtaining the best human resources, and the most efficient people, by creating a positive environment that supports work effectiveness, commitment and loyalty to the institution. The study aimed to define concepts related to human resource management practices and job satisfaction, and to demonstrate the impact of human resource management practices on achieving job satisfaction in government institutions. It is considered one of the vital administrative practices in governmental and private organizations alike, as these administrative practices work to develop human capital, and the study followed the analytical descriptive approach. The study concluded that the physical work environment is not at the

level of aspirations needed by the employees, and this may affect the feelings of the employees and their job dissatisfaction. Also, the Human Resources Department activates recreational activities and employees participate in various events, which may contribute to increasing workers' confidence in the Human Resources Department and achieving job satisfaction. The study recommends that the Human Resources Department pay more attention to improving performance evaluation processes according to the latest practices so that it can address deficiencies and weaknesses in performance through the results of development in this vital and important system. And increased activity and have high productivity and faster completion of the tasks assigned to them.

Keywords: Human Resources, Job Satisfaction, Government Institutions

Introduction

The topic of job satisfaction has emerged as one of the most important topics that human resources management in every organization should strive to achieve at the present time. Due to the trend imposed by the technological booms of the era, and the emergence of new laws and rules for dealing with major economic entities in the world, local institutions find themselves forced to move towards globalization, and the outcomes of modern technical technology have affected the increase of knowledge, cultural expansion, and mixing of civilizations, and all of this has led in its entirety to There has been a development and change in the mentality of managers and individuals working in human resources management in particular, and all employees of institutions in general, and the matter did not stop there, but rather took on another dimension in the practical life in institutions, where the influence reached the ethical behavior of the individual within institutions, and began to affect The extent of employees' satisfaction or dissatisfaction with their organizations.

Therefore, enterprise management should be concerned with creating human resources departments. To play important roles in achieving a balance between the needs of institutions and the needs of their employees; In order for there to be a state of harmony between the goals that institutions seek to achieve and the personal goals of their employees, attention must also continue to be given to developing departments, leaders, and human resources management specialists to confront the industrial and commercial expansion and development that the world is witnessing in the modern era, and the great expansion of education and educational opportunities for employees, which It has led to an increase in awareness as a result of their high cultural and educational levels, which requires the presence of specialists in human resources departments who have the ability to deal with modern knowledge and technology, and with qualitative methods and programs that address the levels of employees, and provide them with a work environment that contributes to raising their level of satisfaction with work, and raises the level of their productivity, and achieve the desired competitive advantage for organizations.

The UAE government has issued its vision for the years 2017-2021 regarding the human resources strategy in the federal government, which is represented by happy and innovative government competencies that will lead the UAE to leadership and globalism, through developing and implementing an integrated legislative system for managing human capital, and creating a happy and stimulating work environment for capital. Government Human Resources (Federal Authority for Government Human Resources, Annual Report 2017). Since the Emirate of Ajman is concerned with this vision, and has many governmental institutions affiliated with it at the federal and local levels, the researcher noted (to his knowledge) that no study has addressed the level of application of human resources management practices in these institutions and the impact they leave on the satisfaction of their employees. Based on

this vision, this gap, in addition to the importance of employee satisfaction in achieving the success and progress of these institutions and their access to leadership, the researcher was encouraged to address this topic and apply it to government institutions in the Emirate of Ajman.

The motivation behind this study is to clarify the role of human resources departments as a sponsor of job satisfaction, which is considered one of the important factors in making the employee feel happy and comfortable leading to improving his performance, developing his loyalty to the organization, and clarifying what organizations should do to increase satisfaction rates with methods and methods that lead to increasing performance. Improving productivity, and the importance of examining the causes and factors that increase employee satisfaction as it is the most important resource in institutions and linked to the performance of human resources departments in those institutions.

Method of the Study

Through this research paper, the qualitative approach was relied upon by researching the published articles, research, and studies to know the role played by human resources management in achieving job satisfaction in some government institutions in the Emirate of Ajman in the United Arab Emirates.

Human Resources Management

From more than a century ago to the present time, human resources management has evolved, so that it has become a specialty and practice in the management of individuals in the organization and even extended to different fields. These disciplines and practices have gone through a process of trial and error, building theory and testing various concepts through practice managers and academics (Armstrong 1995). It considered the environment mainly and sought to know better ways of acquiring and using work (and the main forces behind the development and development of human resources management are still the fact that economic environmental changes have prompted managers to improve efficiency in production processes and service delivery, through their ability to use the best The management practices. This means the use of personnel management methods that will improve production, reduce costs of providing services, and at the same time ensure the continuation of competent employees in the organization (Itika, 2011).

In the past, human resources were seen as productive tools, but as a result of the technological developments since the beginning of the twentieth century and the accompanying development in the management of organizations, human resources have come to be seen as the most important resources of the organization, because of the ideas and knowledge they carry that they acquire through Relevancy to Work (Robert & John 2008). This prompted organizations to pay great attention to the management of human resources, as the efficiency of this resource was considered the cornerstone of achieving the efficiency and success of the organization, and therefore this concern focused on obtaining efficient human resources (Hawari & Shdefat, 2016-AI).

As a result of the continuous development in the concept of human resource management and the expected role of it in light of the changing environment, in addition to the discrepancy between the views of scholars and practitioners in defining the concept of human resource management resulting from the divergence of their scientific and practical backgrounds, making it difficult to agree on a unified definition of it Abdul Wahhab (2014), here are some popular definitions on human resources management:

Noi et al (2010) defined it as a set of policies, practices, and systems that affect the behavior, attitudes, and performance of individuals. As for Boxall and Purcell, they defined it as anything and everything related to the management of the company's employees, and not related to a specific approach to managing people, management philosophy or style (Boxall & Purcell, 2011). While Dessler defined it as those practices and policies required to implement various programs and activities related to the human aspects within the organization that management needs to carry out its functions to the fullest (Dessler, 2011). Shapiro and others defined it as a set of policies and practices aimed at implementing aspects related to workers, in terms of describing their work, recruitment and selection, evaluation and training, and developing competencies (Shapiro et al., 2013). It is also a process that is concerned with analyzing and managing the organization's needs of the necessary human resources, to ensure the achievement of its strategic objectives. Based on the previous definitions, human resource management is nothing but a set of activities followed by the department responsible for managing the human element in the organization, which is represented in a set of policies. And the practices through which it aims to obtain the best human competencies, through carrying out the activities of planning, polarization, selection and appointment, in addition to the use of various training and development methods, performance evaluation, incentive systems and compensation to raise the morale of individuals within the organization, to increase their loyalty to it and achieve its strategic goals.

Human resource management practices represent a distinctive approach to the formation of employee behavior and different work attitudes, which in turn affect the performance of the organization (Huselid, 2015). Job satisfaction and commitment are the main employee attitudes and behaviors that shape the results of human resource management practices (Guthrie, 2011). Therefore, satisfied and committed employees have a strong desire to continue in the organization and do more on its behalf, thus enhancing its performance. Olayo (2018) notes that these behaviors are internalized by employees within the workplace through HRM policies, practices and processes and do not bring with them when they enter the organization. In this context, Gerhart (2007) defines human resource management practices as a combination of mixed factors

They represent practices, policies and systems that affect the behavior, attitudes and performance of individuals towards the organization in a positive way. Human resource management practices are defined as processes specialized in securing and increasing the skills of employees and enhancing and supporting communication and cooperation between them to support the development of the organization (Elarabi & Johari, 2014). Shahraki et al (2011) showed that the most important areas of human resource management include job design, work teams, recruitment, training, compensation and performance evaluation.

Al-Azzawi and Jawad (2010) indicated that human resource management practices can be classified into three main practices (Al-Qadi, 2012)

1. Specialized practices: These are the practices carried out by the Human Resources Department, whether in the public or private sector, and these practices differ from one organization to another depending on the difference in the philosophy of senior management, the size of the organization, the technology it uses, the skills of its employees and the characteristics of the labor market. These practices include job analysis, human resource planning, recruitment, which includes attracting candidates to fill jobs, selecting the most suitable candidates, hiring and fixing, evaluating employee performance, determining wages and rewards, identifying, designing and implementing

- appropriate training programs, in addition to creating a work environment for health purposes. Occupational safety and raising the morale of workers
2. Administrative practices These represent the practices adopted by the Human Resources Department to carry out its work and specialized functions
 3. Advisory practices, which represents the role played by the Human Resources Department in providing legal or technical advice to senior management and other departments on the organization's employees, in addition to providing suggestions related to improving and developing instructions and regulations for workers in terms of wages, bonuses, incentives, etc.

Job Satisfaction

Despite the use of this concept in scientific research, as well as in daily life and at the level of all organizations, there is still no general agreement on an agreed concept of the meaning of job satisfaction, and the reason for this is due to the difference and multiplicity of scientific interests, studies and research that have been studied. Satisfaction with respect to one person may be dissatisfaction with another person (Sultan, 2004).

It was mentioned in Lisan al-Arab by Ibn Manzoor that contentment is a language that is the opposite of discontent, and being pleased with it means that a god sees him as welcome and is pleased with him, loves him and accepts him (Balkhairi and Ushait, 2012). As for contentment, idiomatically, it is that the individual likes several aspects or aspects of his work more than those he does not like (Sultan, 2004).

It is noted here that this definition has linked satisfaction with the work performed by the employee, but it neglected some of the personal factors of satisfaction and its components.

Therefore, there were many definitions that dealt with the concept of job satisfaction by many authors and researchers, but we can address some of the most common definitions about the concept of job satisfaction as follows: Hoyuk defined job satisfaction as any combination of stressful, physiological and environmental conditions that make a person say honestly that I Satisfied with my job (Hoppock, 1935), and according to this definition, although job satisfaction is subject to the influence of many external factors, it remains something internal that has to do with the way the employee feels, as job satisfaction represents a group of factors that cause a sense of satisfaction . One of the definitions that focused on the role of the employee in the workplace is what Fromm referred to, as he defined job satisfaction as emotional orientations on the part of individuals towards the work roles they currently occupy. Some also see that satisfaction with work is the degree to which the individual's needs are satisfied that causes work, as this satisfaction is achieved through a group of things such as wages, the nature of work, working conditions, the nature of supervision, and recognition by others (Abdul-Baqi, 2001).

The Factors of Job Satisfaction

There are many factors that affect workers' satisfaction with their jobs, and these factors can be summarized as follows

- 1- Wages and rewards: Salaries and wages are of great economic importance, as they enable workers to satisfy their various needs and desires in the organization, and therefore they play an important role in the employee's feeling of satisfaction with his work, especially if these wages and salaries are fair and appropriate (Abbas 2003). Abbas (2003) believes that wages are one of the important factors that lead to a good and good relationship between employees and the management of the organization, as the level of job

satisfaction depends to a large extent on what the individual receives in terms of cash and in-kind wages, and from this standpoint the organization must have a fair and rational wage policy to assist it in the success of its employee management programs

As for reward systems in the organization Hassan (2001), they are considered one of the important motivational tools in the organization, and it is one of the tasks that fall on the shoulders of human resources management, as workers consider it a reflection of the trends and the overall organization's climate in evaluating their performance, and in this context, the Human resources management is required to recognize the individual's awareness of the rewards that have value and significance for him. Older individuals may care more about the retirement and insurance system than younger individuals. The reward system in the organization has a direct impact on the level of satisfaction of the employees, but the manner in which the reward is granted also stresses the satisfaction, as the uniform increase of all employees will not make them feel that they have achieved important achievements in their work, while granting the reward and linking it to the level of performance will work on Increase employee satisfaction

- 2- Supervision pattern: The direct manager's feeling of the needs and feelings of the workers under his command will lead to gaining their loyalty to him and achieving their satisfaction with their work. For workers who prefer independence at work and have high capabilities and competencies, this works to satisfy their needs and increase their satisfaction with the work, while delegating these powers to employees who do not prefer to take responsibility, this will create confusion among employees and increase their resentment towards their work (Fellah, 2005).
- 3- Team Work.: It means a group of individuals who work in one place and at one time and do similar work in terms of performance, as their work is considered complementary to each other and they work face to face, and this group is formally established within the organization, consisting of the direct manager and subordinates, and defines their relations Based on the organizational structure, job satisfaction is achieved through this group when cooperation and understanding prevail over time, but if lack of cooperation and understanding prevails among them, this will increase dissatisfaction and decrease job satisfaction. Usually, the satisfaction of the monkey affected by the work group is according to the disk available for his interaction with other individuals in the organization. When the nature of the work does not allow the possibility of the employee interacting with other individuals who are considered a source of satisfaction for him, then the satisfaction with the work of the individual will decrease and vice versa. Also, the work conditions and nature do not allow the possibility of interaction and communication with other individuals who constitute a source of frustration and tension for others, this avoids the individual from resentment and frustration that may befall him if he had to interact and communicate with these individuals (Hamoud, 2002)
- 4- Working conditions: They represent the factors surrounding the employee while performing his work, and may affect the employee's psyche and satisfaction, including the social services that the organization can provide such as housing, transportation, nutrition, and health care for him and his family. Etc., which help to raise the morale of the employee and increase his satisfaction with his work (Yaghi & Yaghi 2014). Regulations related to the length of working hours lead to an increase in stress among the employee, which reduces his satisfaction with his work. In addition, the clarity and organization of work procedures would help the employee to perform his work, which would increase his satisfaction (Sultan, 2004).

The relationship between human resource management practices and job satisfaction

In this part, the most important Arab and foreign studies that dealt with the relationship between each of human resource management practices and employee satisfaction in the public and private sectors were reviewed, including studies conducted on government institutions, as follows:

Bouzzrin's study (2017): The impact of human resource management practices on building the competitive advantages of Algerian medium enterprises A field study in some institutions in the state of Setif, the study dealt with impact analysis of human resource management strategies (attraction and appointment, training and development, performance evaluation, incentive system, wages and occupational health) to build competitive advantages on quality, creativity, efficiency and responsiveness to customer needs). Data was collected through a questionnaire prepared for this purpose, which included 50 medium-sized enterprises. Among the most important findings of the study is the presence of a positive significant effect of human resource management practices in achieving the competitive advantages of these institutions, as each of training, development, wages and occupational health have a positive impact in building the competitive advantage. Among the most important recommendations presented by the study is the need to create a unit in the institution that supervises the training of human resources, raising the morale of workers by adopting fair evaluation systems, in addition to raising wages to match the cost of living. The benefit of this study has been in building the theoretical framework, especially the construction of the independent variable in human resource management practices.

While the study of Al-Bulahid (2014) entitled: The Level of Job Satisfaction of Administrative Female Employees at Princess Noura Bint Abdul Rahman University and its Relationship with Some Demographic Variables, the study tested the level of job satisfaction among administrative female employees at Princess Noura Bint Abdul Rahman University in the Kingdom of Saudi Arabia and its relationship with some demographic variables. The study used the questionnaire to collect data. The study reached a set of results, the most important of which are: that the level of general satisfaction among administrative female employees came to a medium degree, and that there were no significant differences in the level of job satisfaction due to demographic variables (age, job position, academic qualification, years of experience). This study was used to compare its results with the results of the current study

As for the study of Al-Sharman and Jaafara (2014), entitled: The degree of job satisfaction of the faculty members at Mutah University and its relationship to the level of their job performance, this study dealt with measuring the job satisfaction of the faculty members at Mutah University (public) and its relationship to their performance, as job satisfaction was measured through working conditions And its nature, salaries and incentives, while job performance was measured by discipline, task completion, and the relationship with colleagues. Data was collected through a questionnaire, which included 252 faculty members, and one of the most important results of the study is that the degree of job satisfaction and job performance among faculty members is medium, there are statistical differences in the level of job satisfaction attributed to gender and in favor of males, and there is a positive correlation between job satisfaction and performance career. This study was used to build the theoretical framework for measuring job satisfaction and to compare its results with the results of the current study

As for the study of Mubarak and Sabreen (2014), entitled: The role of human performance management in achieving job satisfaction in the organization, a case study of the Municipal People's Council of Biskra Municipality. This study examined the role of human performance management in its dimensions (planning, guidance, evaluation, development

and improvement) in achieving job satisfaction among workers in the Municipal People's Council of Biskra Municipality during the year 2014, which was measured through (satisfaction with the position, satisfaction with the supervisory style, satisfaction with Communication and relationships with colleagues, satisfaction with wages and bonuses). The study followed the case study method, and data on the study variables were collected through 97 questionnaires prepared for this purpose. The study reached a set of results, the most important of which are: There is a statistically significant relationship between human performance management and job satisfaction, and that planning, guidance and evaluation have a role in raising the level of job satisfaction, while after development and improvement it has no clear role in satisfaction. The results also showed that the level of satisfaction among workers in the municipality of Biskra is weak and that there are statistical differences in job satisfaction due to the variables of age, educational qualification, years of experience and average wage. This study was used to build and measure the dependent variable (job satisfaction).

While the study of Shabonih and Omar (2013) entitled: Job satisfaction among workers in the libraries of the University of Guelma in Algeria, this study aimed to identify the level of satisfaction among workers in the libraries of the University of Guelma through functional variables (pay, promotion, incentives), organizational variables (leadership The study sample consisted of 60 employees in the libraries of Kala University, and through a questionnaire, data were collected and satisfaction was measured using the JSS scale. Among the most important results of the study, the material and moral incentives ranked first in the dissatisfaction of the workers in these libraries, and that the wages they receive are not commensurate with the work they do. Supervision and work procedures in these libraries, and that there are no differences in the levels of satisfaction among employees due to personal variables. The study recommended a set of recommendations, the most important of which are: The specificity of the profession and the needs of workers, and giving more attention to training programs, because of their importance in raising the morale of workers, and increasing their level of satisfaction. This study was used to identify the levels of job satisfaction and compare them with the results of the current study

The study of Belkhiri and Chit (2012) entitled: The Impact of Job Satisfaction on the Performance of Employees in University Institutions, A Case Study of the University of Bouira. And academically. The results of the study showed that there is a medium level of satisfaction with each of the job position, supervision style, communication and relations with colleagues, wages and incentives. Among the most important recommendations of the study is the need for the university to raise the salaries of employees to match the requirements of living, to improve methods of supervising employees, and to pay attention to human relations within the university, especially between the president and subordinates. This study was used in the theoretical framework and its results were compared with the results of the current study.

Conclusion

The Human Resources Department in the New Generation Group is working to raise the competencies and capabilities of its human resources by enrolling them in training courses commensurate with their professional specializations. The Human Resources Department in the New Generation Corporation is fair and transparent in the performance appraisal process, which contributed to achieving job satisfaction. The Human Resources Department at Al-Jeel Al-Jadeed Group works to do justice to the employees by applying regulations and laws and monitoring their implementation, as well as in terms of paying attention to employee complaints and dealing with them, and this leads to achieving job satisfaction for them.

It concludes that the physical work environment is not at the level of aspirations needed by the employees, and this may affect the feelings of the employees and their job dissatisfaction. The Human Resources Department encourages the employees, takes into account objectivity in their promotions, and provides them with the necessary incentives and rewards in a way that raises their morale, which leads to achieving job satisfaction for them. The Human Resources Department activates recreational activities and employees participate in various events, which may contribute to increasing workers' confidence in the Human Resources Department and achieving job satisfaction.

The study recommends that the Human Resources Department pay more attention to improving performance appraisal processes according to the latest practices so that it can address deficiencies and weaknesses in performance through the results of development in this vital and important system. And increased activity and they have high productivity and faster completion of their tasks entrusted to them, the human resources department should work to improve the physical work environment (despite the difficult conditions in the country) so that the employee can be comfortable spending long working hours and so that he does not feel bored and quickly bored with performing his work and until achieving They feel job satisfaction.

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