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Human Resource Satisfaction as a Predictor of Job Engagement and
Organizational Citizenship Behavior

By

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Human Resource Satisfaction as a Predictor of Job Engagement and Organizational Citizenship Behavior

Pia Alegra Helou

ABSTRACT

Organizational goals are increasingly centered on getting the best performance out of employees, therefore human resource satisfaction is becoming a growing priority for executives and managers. The main purpose of this paper is to investigate the impact of human resource satisfaction on job engagement and organizational citizenship behavior. Results from a sample of 150 individuals working in privately held organizations demonstrate that individuals who are more satisfied in their workplace are more engaged and more likely to portray positive organizational citizenship behavior. In addition, human resource satisfaction showed a constructive relationship with job engagement. Similarly, the hypothesis that human resource satisfaction acts as a predictor of organizational citizenship behavior was supported. This study's implications and future research prospects are discussed.

Key words: Job Engagement, Organizational Citizenship Behavior, Human Resource Satisfaction, Human Resource Practices, Job Characteristic Theory

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Chapter One

Introduction

1.1 Motivation for Study

In our competitive business world, organizations require human resources in order to survive and be successful. As a result, human resource management is extremely important in businesses. According to Graham, J. L. (2001), human resources management is defined as the function in charge of hiring a sufficient number of qualified employees to carry out the activities necessary for the organization to achieve its objectives and goals, as well as their training, development, evaluation, and retention within the organization.

Empowering employees to display desired behaviors is one of the core principles of human resource management. These habits will directly and indirectly contribute to corporate efficiency by increasing employee happiness and dedication. Employee satisfaction, according to Bingöl (1997:269-271), is influenced by significant organizational policies as well as general human resource implications. Furthermore, employee dissatisfaction has negative effects such as tardiness, absenteeism, frequent job changes, and a drop in performance, all of which contribute to the important of human resource satisfaction and human resource management.

Hence, the human resource satisfaction is becoming a topic of increasing concern for corporations and managers. The successful increase of human resource satisfaction

appears to be: (a) a fundamental function of contemporary human resource management; and (b) possibly the most widely studied construct in the HR management sciences, with over 5,000 publications and dissertations written on the subject to date. (Banfield, P., Kay, R., & Royles, D, 2018; Yong, J. Y., Yusliza, M. Y., Ramayah, T., & Fawehinmi, O., 2019). Human resources satisfaction results from the practices followed by the organization. According to Huselid (1995), companies engage in HR practices to enhance employees' talents. Employees are expected to become motivated and attached to their employers in return. When HR methods are implemented appropriately, employees will form emotional bonds and understand their roles.

In fact, more research has been done on human resource satisfaction than on any other aspect of a company (Spector, 1997). Human resource satisfaction has been studied in general, as well as its causes and effects in a variety of industries. The study of satisfaction in relation with engagement and organizational citizenship behavior, on the other hand, yields a significantly smaller amount of research. Therefore, the paper begins by considering the importance of human resource practices in determining the human resource satisfaction level before proceeding on with investigating the relationship between the latter and its impact on job engagement and organizational citizenship behavior.

1.2 Importance of Human Resource Satisfaction in the Workplace

Human resource satisfaction refers to people's feelings about their occupations and the organizations in which they work. Human resource satisfaction is only accomplished,

according to Körolu (2012), when job specifications (job description, job variety, autonomy, feedback, pleasant interaction) and employee demands are in sync. The importance of job satisfaction has been widely stressed in the literature, because of its favorable impact on job performance (Lu and Gursoy, 2013; Rich et al., 2010; Ziegler et al., 2012), firm performance (Chi and Gursoy, 2009) and customers' perception of service quality, satisfaction, and retention (Torres, 2014). As a result, it's critical for researchers to document the fundamental antecedents of employee work satisfaction.

According to Radosevich et al. (2008), satisfied employees are more engaged at work than dissatisfied ones. According to Yuan et al. (2021), highly pleased employees are more likely to have good attitudes, intentions, and behaviors in the workplace. In order to achieve corporate goals, proper resource deployment is critical. Employees that are happy and pleased in their jobs contribute considerably to the attainment of organizational goals and the ability of the company to prosper in more competitive environments. Moreover, when an employee achieves job satisfaction at work, he can be pleased in both his personal and professional lives. In this regard, job satisfaction is crucial in one's life, not only financially but also mentally (Youn, 2014: 28).

Finally, the concept of human resource satisfaction has provoked several comments. Job satisfaction has become a living, dynamic case from this point of view. Senior executives, for example, who have the authority to manage work satisfaction, must understand and maintain this condition once they have succeeded in giving job satisfaction to their staff (Emre, 2016: 4).

Additional costs arise when a company's employees are dissatisfied with their jobs. These "costs" include employee rotation, new hire training, and the reapplication of

other procedures. Employees will not pursue other employment alternatives as long as they are satisfied with their current position, and they will also increase their company's productivity by exhibiting strong commitment to their organization and delivering outstanding results at work (Sunar, 2016: 26)

1.3 Objectives of Study

The objective of this paper is to investigate the impact of human resource satisfaction on job engagement and organizational citizenship behavior. Job engagement was chosen as a main component in the study. Human capital is, after all, the core of organizational success and performance, thus their engagement is critical to maximizing the company's competitive advantage. Another main component is the organizational citizenship behavior (OCB) which also accomplishes this effectiveness by delivering a constructive social and psychological environment in which task work can prosper.

1.4 Overview

This paper seeks to shed the light on the importance of achieving human resource satisfaction in the organization and its effect on both job engagement and organizational citizenship behavior. In addition, this study contributes to the literature by identifying how to attain the human resource satisfaction to increase engagement and positive deviant work behavior of the enterprise. The following is the paper's structure:

Chapter I – Introduction

Chapter II – Theoretical Framework and Research Hypotheses

Chapter III – Methodology

Chapter IV – Data Analysis and Results

Chapter V – Discussion and Conclusion

Chapter Two

Theoretical Framework and Hypotheses Development

This research is divided into numerous themes. Human resource practices, human resource satisfaction, job engagement and organizational citizenship behavior are among the topics covered in this section. The following is a review of the existent literature on the aforesaid subjects

2.1 Human Resource Practices

Different businesses' success, whether public or private, is heavily dependent on the performance of their human resources (Uma et al., 2017), which emphasizes employees' skills (Ong and Koh, 2018; Ong et al., 2019). Human resource management practices can be defined as a set of internally coherent and consistent procedures intended at reinforcing and promoting employee competence, motivation, and commitment (Elrehail et al., 2019).

The human resource practices of the organization play a critical role in exploiting human capital efficiency in order to achieve the organization's objectives. Human resource practices, according to Bogdanova, Enfors, and Naumovska (2008), make optimal use of human resources, facilitating the long-term achievement of organizational goals. By definition, HR practices refer to an organization's activities focused at managing its pool of employees and ensuring that these resources are correctly utilized to achieve

the organization's goals (Schular & Jackson, 1987). Those practices serve to improve human capital's confidence, adaptability, and motivation, making people more energetic, dedicated, and immersed in their jobs, and eventually providing a sense of satisfaction.

According to Klaus et al. (2003), analyzing planned work and job design helps employees display a stronger commitment to work and the business, which improves individual and organizational performance through employee satisfaction. According to a report by the Randstad Engagement Index (2012), HR strategies such as job and task design, training and development, and HR work analysis and design have a significant impact on labor and work commitments. Work engagement is linked to job satisfaction, according to empirical evidence (Giallonardo et al., 2010; Karatepe and Olugbade, 2009; Yeh, 2013; Zopiatis et al., 2014). An engaged employee, superficially, seems to be a happy employee. If HR job analysis and design are done effectively, employee happiness is likely to rise.

According to Gurbuz (2009), in order to survive in today's highly competitive business environment, companies need to adopt the appropriate HR strategies and practices. These strategies and practices will in turn increase human resource satisfaction while also providing the company with various vital benefits.

2.2 Human Resource Satisfaction

Human resource satisfaction is critical in order for the staffs to be satisfied and to achieve their full potential. Employees that are happy in their jobs are extremely loyal to their employers and will remain with them even in the worst-case situation. They work

because they want to push their firm to the next level, not because they have too. Employees must be enthusiastic about their jobs, which can only happen if they are pleased with their work in specific and the company as a whole.

Human resource satisfaction refers to people's feelings about their occupations and the organizations in which they work. Employee satisfaction is a metric that measures how satisfied a worker is with his or her job. Human Resource satisfaction is only accomplished, according to Körolu (2012), when job specifications (job description, job variety, autonomy, feedback, pleasant interaction) and employee demands are in sync. We can define human resource satisfaction from a methodological standpoint as an employee's emotive reaction to a job, based on a comparison of actual and planned outcomes (Mosadeghrad, 2003). Human resource satisfaction is widely acknowledged as a multidimensional construct that incorporates employee feelings about a variety of both intrinsic and extrinsic employment components," according to Misener (1996). It includes specific components of job satisfaction such as compensation, perks, promotion, working conditions, supervision, organizational practices, and coworker relationships.

According to research, satisfied employees are more excited about their jobs and firms, treat coworkers with more respect, help others improve their work efficacy, are incredibly engaged, and demonstrate in- and extra-role performance (Bakker and Demerouti, 2009). Employees execute more conscientiously and with higher commitment when they are satisfied (Babalola 2016,935–937; Pham and Pham 2016, 1445), allowing for the company's further growth, development, and competitiveness (Gil, Llorens, and Torrente 2015, 100). (Huang, Huang,and Tzeng 2016). Job happiness, according to Harter, Schmid, and Hayes (2002, 268), is linked to increased efficiency, productivity,

and lower absenteeism. This influences people's willingness to learn new skills (Dubey and Gunasekaran 2015), make more small improvement ideas and innovation proposals, and boost their commitment to the long-term success of the organization (Zupan 1999, 5).

Companies that do not promote employee satisfaction may experience deviant work behavior, such as delays, absenteeism, or turnover (Spector 1997, 58; Levi 2006, 301), as well as counterproductive behavior, such as corruption, sabotage, extortion, theft, fraud, or violence (Spector 1997, 58; Levi 2006, 301). (Levi 2006, 305). Employees that are dissatisfied are also less likely to put forth additional effort. They are more likely to avoid optional extra effort, fail to meet performance requirements or complete work on time, whine about little issues, refuse to follow directions, and immediately accuse others of wrongdoing (Keenan 1996, 6; Pitlar 2009, 34). These patterns of behavior can result in significant long-term expenses, such as a shortage of staff, delays, errors, and work-related errors.

Considering these benefits, organizations invest substantial resources toward establishing policies and practices that foster employees' satisfaction (Robinson et al., 2004)

2.3 Job Characteristics Theory of Job Satisfaction

Hackman and Oldman (1976) assert that jobs themselves have facets that motivate job satisfaction, focusing on five specific facets: (a) task identity (the ability to see the task as a whole), (b) task significance (the degree to which the person believes this work

is important), (c) skill variety (the presence or absence of monotony in the work), (d) autonomy (the ability to make choices about how the work will be completed), and (e) autonomy (the ability to make choices about how the work (this is not feedback from others or supervisors, but the extent to which the work itself provides cues regarding efficacy or success). The initial model found below was modified by G. R. Oldham and Hackman (1980). They introduced two new moderators (knowledge and skill, and context satisfaction), detached two outcomes (absenteeism and turnover). The job characteristics model was stated by Spector (1997) as, "The most influential hypothesis of how job characteristics impact people."
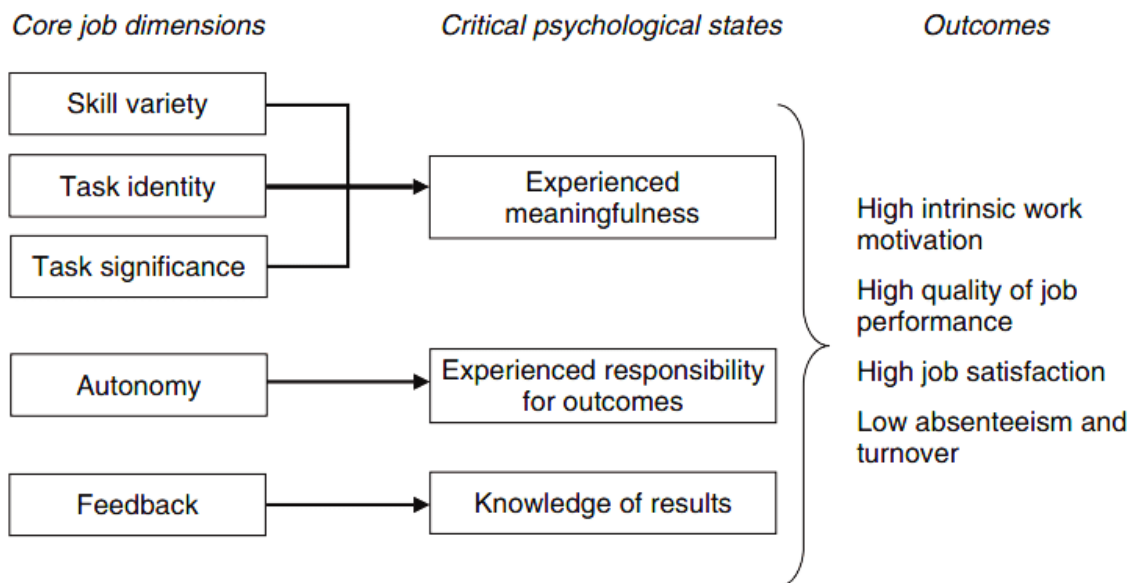
Figure 1: The job characteristics model. Adapted from "How Design in the Organizational Context," by G. R. Oldham and J. R. Hackman, 1980, Research in Organizational Behavior, 2, p. 153.

G. R. Oldham and Hackman revisited the theory in 2005, arguing that the five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) produce three psychological states (experienced meaningfulness of the work, experienced responsibility for the outcomes, and knowledge of the actual results of the work activities) that are moderated by three internal characteristics of the individual (knowledge and skill, growth need strength, and context satisfaction) that result in four outcomes (high intrinsic work motivation, high quality of job performance, high job satisfaction and low absenteeism and turnover.

Although job properties are considered the most important factor in job satisfaction according to Hackman and Oldham (1976), it is important to note that "growth need strength" is an internal characteristic that the individual brings to the job and has a significant impact on the occurrence of the outcomes.

The Job Characteristics Model (also known as Jobs Characteristic Theory) enables you to improve staff performance and job satisfaction by altering the job itself. According to the model, if the organization executes this correctly, it may create the conditions needed for a person to thrive in their position. By thrive, it is meant that the employee will be inspired to work, be excited to perform to a high level, and be satisfied by their role.

2.4 Job Engagement

The term used to refer to job engagement has changed over the past two decades from "personal engagement" (employees who are immersed in their work on a cognitive, physical, and emotional level) to "work engagement" (employees who are in a work-

related mood) and then to "employee work engagement" (the link between the emotional well-being of the employee and his commitment to the organization). The three terms might be used interchangeably but they definitely differ in some way (Sidani, 2016). Extensive research was made on employee engagement over the past years. The first contributor was Kahn (1990-1992) who is referred to as the academic parent of employee engagement. According to Kahn there exists three major psychological conditions for engagement that include meaningfulness, availability, and safety. An engaged employee will have positive emotions towards his/her work, will find meaning in the work delivered and have hope in the future of his/her work (Ghosh et al., 2014). By definition, engagement is the personal energy that employees bring to their work.

This engagement affects their productivity and performance allowing them to excel in the expected roles. It tends to increase when employees receive social support, feedback, and meaningful tasks from the management of the organization (Park, Song & Lim, 2016). Engagement can be seen on both levels, organizational and employee work. No matter what level is more observable in a specific organization, engagement is a crucial factor (O'Connor & Crowley-Henry, 2019). Employee engagement includes their attitude towards the job, the other employees and the organization as a whole.

On the organizational level, the organization benefits from this increase in engagement to better achieve its goals and objectives with motivation and enthusiasm (Sun & Wang, 2012). Engagement also allows the employees to express themselves emotionally, physically, and cognitively which contributes positively to organizational effectiveness.

On the individual work level, engagement is linked to the relationship with the work and the organization. The stronger the link is, the more engaged the employee will be. In addition, the employee's relationship with the management or his supervisor also affect the level of employee work engagement. Employees who are disengaged will become less satisfied and would end up working less or simply becoming less effective and efficient (Sidani, 2016). Engagement allows the employees to be more committed emotionally and intellectually. This way the employees will take the extra miles beyond those expected by the job. an attitude nor volunteerism. It is how much the individual is attached and pays attention to his formal performance beyond the informal tasks (Wirakusuma & Surya, 2018).

In addition, engagement falls under three categories; actively disengaged individuals (i.e. exerts coercion by demotivating other employees), not engaged individuals (i.e. delivers what is expected from them without driving the extra mile) and engaged individuals (i.e. excels in assigned tasks) (Karkoulian, Srour & Canaan Messarra, 2019). Engagement includes three main dimensions which include physical, emotional, and cognitive. The term "engaged employees" refers to the individuals that express loyalty, commitment, and involvement to the organization (Gupta & Kumar, 2015)

Moreover, engaged employees are characterized as vigor (puts efforts in work and faces difficulties with persistence), dedication (faces challenges with enthusiasm and inspiration) and absorption (concentrates on the role). Some antecedents of engagement are rewards, recognition, support, and justice. Engagement might result in an increase in commitment, an increase in organizational citizenship behavior (OCB), a decrease in turnover, and an increase in satisfaction. According to the model that studied employee

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engagement, the most engaged employees are the ones who are intrinsically rewarded by the organization and experience distributive justice such as rewarded for good practices and involved in the decision-making process (Rice, Fieger, Rice, Martin & Knox, 2017).

2.4.1 The Relationship between Human Resource Satisfaction and Job Engagement

Employees are critical to the existence and success of any firm. Human resource management is a key activity for a firm to increase employee performance. The level of job satisfaction of an individual will be reflected in their work behavior (Robbins et al., 2012). Scholars in the subject of organizational behavior are currently focused on studies on job engagement and human resource satisfaction.

According to the 2011 China Employee Engagement Survey Report, employee engagement and employee satisfaction share a close link making the latter a perquisite for engagement at the workplace. Pare & Tremblay (2007) argue that employees will be more engaged and committed to the organization if appropriate human resource policies are implemented. Employee satisfaction and engagement are both stages toward a more significant goal: creating a workforce that is loyal, productive, and joyful. The first hypothesis has been formulated.

Hypothesis 1: Human resource satisfaction acts as a predictor of job engagement.

2.5 Organizational Citizenship Behavior

Organizational Citizenship Behavior is another concept that is gaining popularity among businesses. According to Graham (1991), the phrase "organizational citizenship" has a philosophical and political history. When discussing citizenship in the first specified setting, he develops three distinct categories: obedience, loyalty, and involvement. Similarly, organizational citizenship encompasses organizational obedience, commitment, and engagement (Graham, 1991). Organ (1988) defines Organizational Citizenship Behavior as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (p.4). However, a later change has led in the working definition, which determined that it is not necessary for a behavior to directly improve organizational performance as long as it is aggregately good and has the potential to do so in the future (Organ, 1997).

All positive and constructive employee acts and behaviors that aren't part of their formal job description are referred to as OCB (organizational citizenship behavior). It's what employees do out of the goodness of their hearts to benefit their coworkers and the company as a whole. Employees are not required to participate in OCB as part of their job responsibilities, and it is not a contractual requirement.

According to Organ (1998), an organizational citizenship behavior can be described in one of four ways: altruism, conscientiousness, sportsmanship, or courtesy. Helping others, conscientiousness by going the extra mile to finish tasks efficiently and successfully, sportsmanship by refraining from petty complaints, and courtesy by

attempting to minimize or reduce the severity of difficulties as much as possible are all characteristics of altruism (Bies, n.d.).

Furthermore, according to Lavelle (2010), OCB can be separated into two sub-categories: OCBI, which is aimed at individuals, and OCBO, which is intended at organizations. Impersonal behavior is represented by OCBO, and interpersonal behavior is represented by OCBI (Ilies et al., 2007). Furthermore, both dimensions are motivated by different factors: OCBO is motivated by organizational concerns, whereas OCBI is motivated by prosocial principles (Bourdage et al., 2012; Finkelstein, 2006; Finkelstein and Penner, 2004; Rioux and Penner, 2001). A two-factor OCB model has been shown to be superior to a one-factor OCB model in empirical studies (Bourdage et al., 2012).

To encourage this type of behavior in the organization, human resource satisfaction must be achieved. According to Saks (2006), highly pleased employees are more likely to have good attitudes, intentions, and behaviors in the workplace. Some of the benefits associated with organizational citizenship behavior include; a boost employee morale, an increase in people's levels of work meaningfulness, and a creation of a sense of community among employees. According to Neelie Verlinden, OCB also increases job performance and decreases stress leading to constructive effect in the organization.

2.5.1 The Relationship between Human Resource Satisfaction and Organizational Citizenship Behavior

Previous research has found a link between proactive behavior and human resource satisfaction (Bergiel et al., 2009; Moideenkutty et al., 2011; Vanhala & Ahteela, 2011; Maden, 2015; Tummers et al., 2015). Indeed, effective human resource management will improve the working environment and boost the employees' satisfaction levels. In turn, the latter will boost employee knowledge, motivation, synergy, and dedication to the organization. According to Lee et al. (2012), employees that are satisfied are more likely to actively participate in providing quality services.

Employees who are highly satisfied at work are motivated by reciprocal psychology to repay their organization by expanding their organizational citizenship activity, according to the theory of social exchange. If an employee is happy with the aspects of his or her job, such as the time, nature, substance, and method, he or she will be more engaged at work, be more productive, and have less slack time (Lan et al., 2016). Employees, that are satisfied with their jobs and management practices, work with all their hearts and brains (Maslach et al., 2001; Schaufeli et al., 2004). In other words, job satisfaction increases an employee's citizenship behavior at work by involving them in many activities aimed at improving or creating a new state (Crant, 2000; Hakanen et al., 2008). As a result, the workforce's excitement is boosted, and the efficiency of their duties is improved (Elarabi & Johari, 2014; Vermeeren, 2014; Maden, 2015). From those points, the H2 research hypothesis is developed.

Hypothesis 2 (H2): Human resource satisfaction has a positive influence on organizational citizenship behavior (OCB)

Chapter Three

Methodology

This chapter will detail the methodology of the study and outline the process of how the research was carried out. The questionnaire's design, as well as the measurement devices utilized for each variable, are discussed. Data collection methods are detailed, and a summary of the sample characteristics is provided. Lastly, the analysis method used to inspect the collected data is defined.

3.1 Survey Method

Surveys are one of the most extensively utilized data collection methods in the research area since they entail asking questions to a representative sample of people over a set period of time. As a result, we chose a questionnaire as our survey method of choice to collect data. This was due to the fact that a questionnaire comprises pre-recorded questions that users can simply answer straight on the questionnaire form without any help (Monette, Sullivan, & Dejong, 2008). What people say about their thoughts, feelings, and behaviors can be collected through the questionnaire. Furthermore, the questionnaire can be sent or delivered online to respondents, who can then fill it out and return it to us, making the entire data collection process efficient and effective. Questionnaires also allow the researcher to ask closed-ended questions in order to collect more precise data and to avoid interviewer bias (Cannell & Kahn, 1968).

3.2 Questionnaire Design

A total of 150 people were recruited to participate in this research in order to investigate the aforementioned hypotheses. Participants were recruited using a variety of methods, including referral sampling and virtual snowball sampling, both of which have been proven to work in earlier studies (Baltar & Brunet, 2012; Welch, 1975). Any working individual who wishes to fill out the survey was accepted disregarding their position at work or their educational degree.

All 150 participants received an invitation with a link to complete the survey via social media platforms like Linkedin, Facebook, Instagram, and Whatsapp, as well as personal and professional email. Other than their contribution to getting the data, participants were not provided any additional credit or incentive for participating in this study. Individuals who choose to continue and complete the survey after reading the informed consent section were clearly required to declare their choice by answering "yes" or "no" when asked "do you agree to participate in this study?" Because our participants were recruited by referral sampling, it's possible that this explains why everyone chose to answer "yes" and finish the survey.

The questionnaires had been approved by the Lebanese American University (LAU) Institutional Review Board before being sent to our respondents (IRB). This was done to ensure that the study developed would be carried out with care and honesty, and in strict accordance with internationally recognized research ethical principles. Approval was granted by the IRB thereafter and the questionnaires were circulated.

3.3 Measurement Instruments

The participants were given a 49-item survey to complete.. The survey included a series of demographic questions relating to the participant's gender, age, educational level, work experience, work industry, organizational level, and employment status position. After that, three scales were included to assess job engagement, organizational citizenship behavior, and human resource satisfaction respectively.

Dependent variables

Using the Lee and Allen's Organizational Citizenship Behavior (2002), OCB was assessed based on 16 items. All questions were rated on a 5 Likert scale: Never =1, rarely = 2, Sometimes = 3, often = 4, always = 5, based on the frequency of the action experienced by the participant with each statement. An example of these actions would be "I provide ideas for improving the functions and tasks in organization" or "I express my concerns about the reputation and image of organization clearly." The reliability of this questionnaire was determined to be 0.83 by Khosroshahi and others (2009), indicating that its reliability is high. Cronbach's alpha was used to determine its reliability in this study, which was 0.89.

Work engagement was assessed using a 17-item Utrecht Work Engagement Scale (UWES-17). The three engagement dimensions measured are: Vigor which is the characterized by the high level of energy, the willingness and the persistence to work harder to achieve (6 items), Dedication refers to the enthusiasm, to the significance and

to the challenges at work (5 items) and Absorption refers to the happiness, the feeling of belong to the work and the workplace, and the full concentration (6 items). The following are some of the suggested questions in this section: "At my work I always persevere, even when things do not go well", "When I am working, I Forget everything else around me" and "I can continue working for very long periods at a time." The items were evaluated using a 5-point Liker scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). Using Cronbach's alpha, its reliability in this study was determined to be ranging between 0.80 and 0.90.

Independent Variable

A short version of the employee "satisfaction with HR practice variable" was used in order to assess human resource satisfaction. 9 items were evaluated based on a 5-point Likert scale ranging from 1 (extremely dissatisfied) to 5 (extremely satisfied). An example of these actions would be "The information given to you about career paths in your job and the ways in which a position can be reached" or "The opportunities you have to make suggestions about issues affecting your work." This scale's reliability was likewise found to be satisfactory, with values ranging from 0.72 to 0.91 depending on the variable.

3.4 Sample & Data Collection

All people who chose to participate in the survey completed it entirely, resulting in a final sample of 150 individuals, 52.7 % females and 47.3 % males, ranging in age

from 18 to 65 years old. 60 % were between the ages of 18 and 30, 22 % were between the ages of 31 and 40, 12 % were between the ages of 41 and 50, and 6 percent% were between the ages of 51 and 65. Figure 2 shows the distribution of their educational levels: 3.3 % had a high school diploma, 48.7% had a bachelor's degree, 32 percent % had a master's degree, and 16 % had a doctorate.
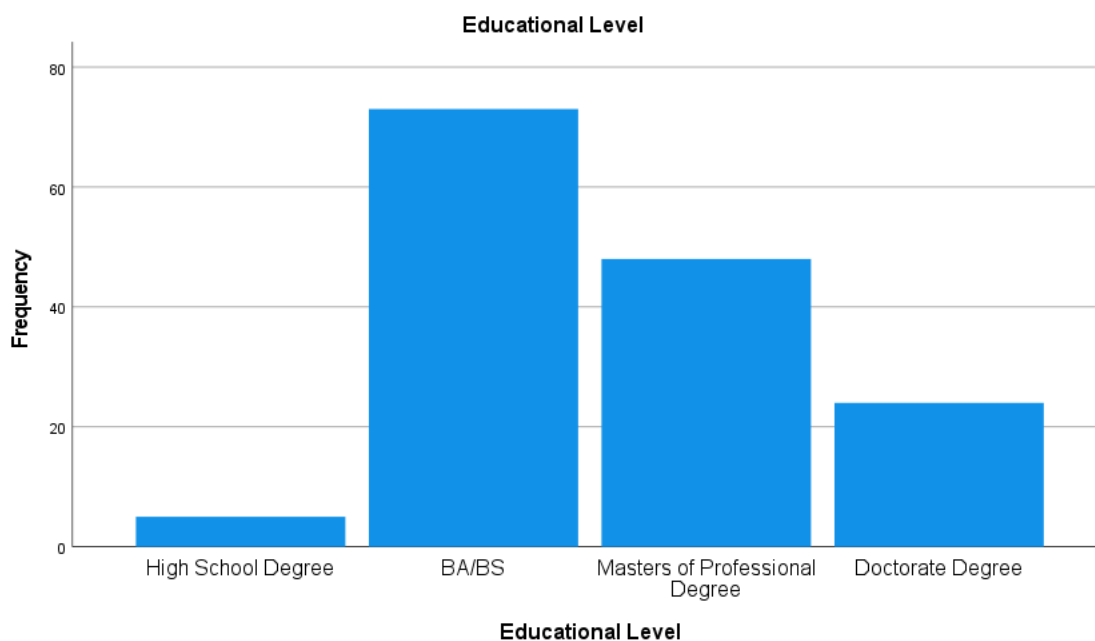
Figure 2 Bar Chart showing the educational levels of the survey participants

The work experience distribution showed that 30.7% had less than 5 years of experience, 27.3% had 5 to 10 years of experience, 28% had 11 to 15 years of experience, 6% had 16 to 20 years of experience, and 8% had more than 20 years of experience.

Figure 3 Bar graph showing the years of work experience of the survey participants

As for the industries in which the participants work, 13.3 % were employed in the banking industry, 11.3% were employed in the insurance industry, 11.3% were employed in the educational industry, 18% were employed in healthcare services, 10% were employed in the engineering industry, 7.3% were employed in hospitality and tourism industry, 11.3% were employed in family businesses and 17.3% were employed in other types of industries.
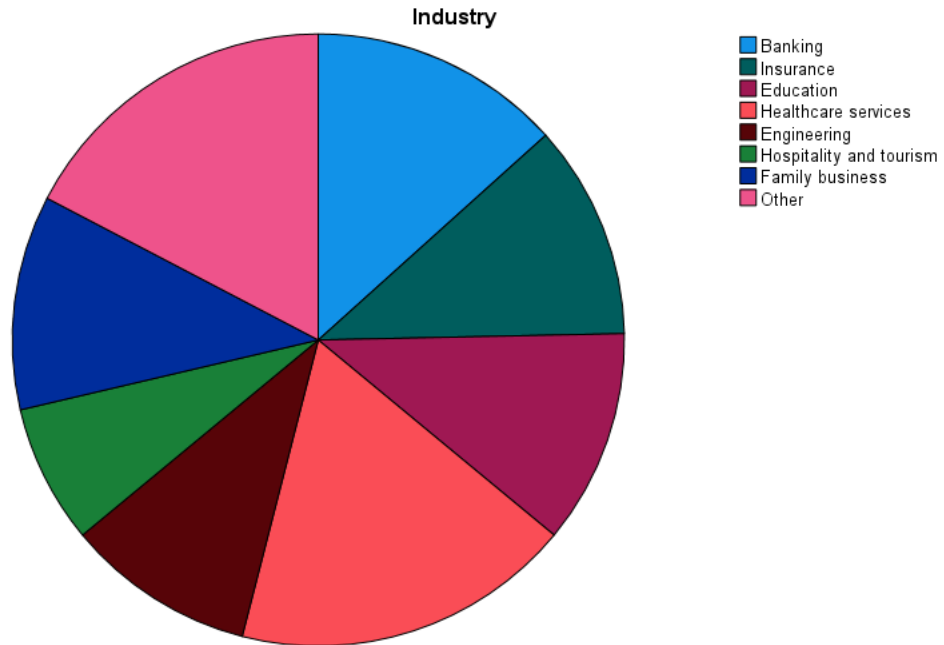
Figure 4 Bar chart showing the industry distribution of the survey participants

Moreover, the participant distributions across organizational levels showed that 18.5% of the participants held non-managerial positions, 27.6% held operational/supervisory management positions, 21.8% held middle management positions, and 4.9% held senior management positions as shown in Figure 4.

Figure 5 Bar Chart showing the organizational levels of the survey participants

Additionally, participants' employment status showed that 81.3% were full-time employees, 16.7% were part-time employee and 2% were neither nor.

3.5 Analysis Methods

In order to analyze the data collected from the questionnaires, two analysis methods were used: descriptive analysis and regression analysis.

Descriptive statistics allow us to measure the different factors of a population (Bickel & Lehman, 1975). They provide a summary of the sample's characteristics, using conventional measures such the mean and median as location measurements and the standard deviation and inter-quartile range as scale measures. To

offer us a clearer view of the features, I used measurements like the mean, standard deviation, and correlations in our analysis (age, gender, working experience, industry, position in the organization, and education level).

In order for us to determine the relationship between the independent (HR Satisfaction) and the two dependent variables (Job Engagement and Organizational Citizenship Behavior), regression analysis will be used.

Chapter Four

Data Analysis and Results

In this chapter, I will examine the study's findings, which I acquired using the Statistical Package for the Social Sciences (SPSS) version 28.0 computer program. The descriptive statistics results have previously been reported in the preceding chapter. Now, I shall observe the mean, standard deviation, reliability and correlation of the study variables, followed by the discussion of regression analysis results.

Descriptive statistics, including the means, standard deviations, variances, and standard errors of the key variables used in the analyses of this study are shown in Table 1, along with the Pearson correlation matrix shown in Table 2.

Table 1 showing the description of human resource satisfaction, job engagement, and organizational citizenship behavior.

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean		Std.	Variance
	Statistics	Statistic	Statistic	Statistic	Statistic	Std. Error	Deviation Statistics	Statistic
HR	150	4	1	5	3.9963	0.08375	1.02576	1.052
ENG	150	4	1	5	3.9690	0.08159	0.99924	0.998
OCB	150	4	1	5	4.0921	0.07541	0.92356	0.853
Valid N	150							

Table 2 showing the correlation between HR satisfaction, job engagement, and organizational citizenship behavior for the whole sample

Correlations

		Engagement (ENG)	OCB	HR Satisfaction (HR)
Engagement (ENG)	Pearson Correlation	1	.887**	.911**
	Sig. (2-tailed)		<.001	<.001
	N	150	150	150
OCB	Pearson Correlation	.887**	1	.895**
	Sig. (2-tailed)	<.001		<.001
	N	150	150	150
HR Satisfaction (HR)	Pearson Correlation	.911**	.895**	1
	Sig. (2-tailed)	<.001	<.001	
	N	150	150	150

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

Table 2 shows the correlation matrix generated from my results. Correlation estimates with two asterisks (**) attached are significant at $p < 0.01$ (2-tailed). Pearson product correlation of HR satisfaction and job engagement was found to be strongly positive and statistically significant (r= 0.911, p-value <0.001) as shown in Table 2. Hence, H1 was supported. This shows that an increase in human resource satisfaction would lead to a higher job engagement in the workforce. In addition, we can see that the

correlation between HR satisfaction and organizational citizenship behavior is significant (r=0.895, p-value <0.001). Therefore, H2 was supported. Indeed, an increase in human resource satisfaction would lead to a higher organization citizenship behavior.

Using SPSS version 28, we conducted linear regression to assess the effect of human resource satisfaction on both job engagement and organizational citizenship behavior, in order to further test *Hypotheses 1 and 2*.

The following regression equations were performed:

1) Regression of the dependent variable on the independent variable (job engagement and human resource satisfaction).

2) Regression of the dependent variable on the independent variable (organizational citizenship behavior and human resource satisfaction).

4.1 HR Satisfaction and Job Engagement

First, we will examine the relationship between HR satisfaction as a whole and job engagement.

Table 3 showing the variables entered and removed in SPSS

Variables Entered/Removed[a]

Mode 1	Variables Entered	Variables Removed	Method
1	HR Satisfaction[b]	.	Enter

a. Dependent Variable: Engagement

b. All requested variables entered.

Table 4 showing model summary for our regression equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.911[a]	.829	.828	0.41428

a. Predictors: (Constant), HR Satisfaction

b. Dependent Variable: Engagement

Table 5 showing ANOVA analysis for our regression equation

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	123.372	1	123.372	718.816	<0.001[b]
	Residual	25.401	148	.172		
	Total	148.773	149			

a. Dependent Variable: Engagement

b. Predictors: (Constant), HR Satisfaction

Table 6 showing the coefficients output for our regression equation

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.424	0.136		3.106	0.002
	HR Satisfaction	0.997	0.033	0.911	26.811	<0.001

a. Dependent Variable: Engagement

In table 5, we can see that our model for our regression is significant because our p-value is 0.000, which is less than 0.05. It is significant for our independent variable that can be observed in table 6.

From table 6, we can observe that human resource satisfaction (p-value = 0.001 < 0.05) is significant with respect to engagement. We can also observe that SE_beta = 0.997 and SE_b = 0.911.

We can also report that in table 4, our correlation coefficient, which is the R-squared, is 82.8%, so we can say that our regression model explains 82.9 % of the variation of engagement.

We can also report from table 5 that our $F(1,148) = 718.816$, and p-value $<0.001^b$

Therefore, since human resource satisfaction is significant, then it can be used as predictors for our engagement.

Hence, hypothesis one (H1) is supported based on the regression equation since the p-value, and the ANOVA table are 0.000, which states that human resource satisfaction is a predictor of engagement.

Next, we will exam the relationship between the components of HR satisfaction and job engagement. The components include Careen/Performance management, Autonomy, Communication, Staffing and Employee Reward. In order to get the regression equation, we are going to set employee engagement as our dependent variable, while careen/performance management, autonomy, communication, staffing and employee reward as our independent variables.

After conducting SPSS, we will have the following tables:

Table 7 showing the variables entered and removed in SPSS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Communication total, Reward total, Staffing total, Autonomy total, Career total[b]	.	Enter

a. Dependent Variable: Engagement

b. All requested variables entered.

Table 8 showing model summary for our regression equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922[a]	.850	.845	0.39324

a. Predictors: (Constant), HR Satisfaction Communication_total, Reward_total, Staffing_total, Autonomy_total, Career_total

b. Dependent Variable: Engagement

Table 9 showing ANOVA analysis for our regression equation

ANOVAᵃ

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	126.506	5	25.301	163.619	<.001ᵇ
	Residual	22.267	144	.155		
	Total	148.773	149			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Communication total, Reward total, Staffing total, Autonomy_total, Career_total

Table 10 showing the coefficients output for our regression equation

Coefficientsᵃ

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.315	0.134		2.345	.020
	Autonomy_total	.173	.074	.180	2.352	0.020
	Career_total	.486	.084	.517	5.803	<.001
	Staffing_total	.199	.060	.217	3.338	.001
	Reward_total	-.092	.045	.119	-2.049	.042
	Communication_total	.139	.054	.164	2.592	.011

a. Dependent Variable: Engagement

In table 9, we can see that our model for our regression is significant because our p-value is 0.000, which is less than 0.05. It is significant for our independent variables that can be observed in table 10.

From table 10, we can observe that autonomy (p-value = 0.020 < 0.05), career (p-value = 0.001 < 0.05), staffing (p-value = 0.001 < 0.05), reward (p-value = 0.042 < 0.05) and communication (p-value = 0.011 < 0.05) are significant with respect to engagement.

We can also report that in table 8, our correlation coefficient, which is the R-squared, is 85 %, so we can say that our regression model explains 84.5 % of the variation of engagement.

We can also report from table 9 that our $F(5) = 163.619$, and p-value = 0.000. Therefore, since autonomy, career, staffing, reward, and communication are significant, then they can be used as predictors for our job engagement.

4.2 HR Satisfaction and Organizational Citizenship Behavior

Now, we will examine the relationship between HR satisfaction as a whole and organizational citizenship behavior.

Table 11 showing the variables entered and removed in SPSS

Variables Entered/Removed[a]

Mode 1	Variables Entered	Variables Removed	Method
1	HR Satisfaction[b]	.	Enter

a. Dependent Variable: organizational citizenship behavior

b. All requested variables entered.

Table 12 showing model summary for our regression equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895	.801	.799	0.41379

a. Predictors: (Constant), HR Satisfaction

b. Dependent Variable: organizational citizenship behavior

Table 13 showing ANOVA analysis for our regression equation

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	101.750	1	101.750	594.255	<0.001^b
	Residual	25.341	148	.171		
	Total	127.091	149			

a. Dependent Variable: organizational citizenship behavior

b. Predictors: (Constant), HR Satisfaction

Table 14 showing the coefficients output for our regression equation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.873	0.136		6.401	<0.001

	HR Satisfaction	0.806	0.033	0.895	24.377	<0.001

a. Dependent Variable: organizational citizenship behavior

In table 13, we can see that our model for our regression is significant because our p-value is 0.000, which is less than 0.05. It is significant for our independent variable that can be observed in table 14.

From table 14, we can observe that human resource satisfaction (p-value = 0.001 < 0.05) is significant with respect to organizational citizenship behavior. We can also observe that SE_beta = 0.806 and SE_b = 0.895.

We can also report that in table 12, our correlation coefficient, which is the R-squared, is 79.9%, so we can say that our regression model explains 80.1 % of the variation of organizational citizenship behavior.

We can also report from table 9 that our $F(1,148) = 594.255$, and p-value $<0.001^{b}$

Therefore, since human resource satisfaction is significant, then it can be used as predictors for our organizational citizenship behavior.

Hence, hypothesis two (H2) is supported based on the regression equation since the p-value, and the ANOVA table are 0.000, which states that human resource satisfaction is a predictor of organizational citizenship behavior.

Next, we will exam the relationship between the components of HR satisfaction and organizational citizenship behavior. The components include Careen/Performance management, Autonomy, Communication, Staffing and Employee Reward. In order to

get the regression equation, we are going to set organizational citizenship behavior as our dependent variable, while careen/performance management, autonomy, communication, staffing and employee reward as our independent variables.

After conducting SPSS, we will have the following tables:

Table 15 showing the variables entered and removed in SPSS

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Communication_total, Reward_total, Staffing_total, Autonomy_total, Career_total[b]	.	Enter

a. Dependent Variable: OCB

b. All requested variables entered.

Table 16 showing model summary for our regression equation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.916[a]	.839	.834	0.37680

a. Predictors: (Constant), HR Satisfaction Communication total, Reward total, Staffing_total, Autonomy_total, Career_total

b. Dependent Variable: OCB

Table 17 showing ANOVA analysis for our regression equation

ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	106.647	5	21.329	150.233	<.001b
	Residual	20.444	144	.142		
	Total	127.091	149			

a. Dependent Variable: OCB

b. Predictors: (Constant), Communication total, Reward total, Staffing total, Autonomy_total, Career_total

Table 18 showing the coefficients output for our regression equation

Coefficientsa

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.694	.129		5.396	. <.001
	Autonomy_total	.138	.080	.159	1.719	.088
	Career_total	.461	.071	.519	6.541	<.001
	Staffing_total	.066	.052	.084	1.284	.201
	Reward_total	.199	.057	.235	3.484	. <.001
	Communication _total	-.025	.043	.035	-.586	.559

a. Dependent Variable: OCB

In table 17, we can see that our model for our regression is significant because our p-value is 0.000, which is less than 0.05. It is significant for our independent variables that can be observed in table 18.

From table 18, we can observe that career (p-value = 0.001 < 0.05 and reward (p-value = 0.001 < 0.05) are significant with respect to OCB. However, autonomy (p-value = 0.088 > 0.05), staffing (p-value = 0.201 > 0.05) and communication (p-value = 0.559 > 0.05) are not significant with respect to OCB.

We can also report that in table 16, our correlation coefficient, which is the R-squared, is 83.9 %, so we can say that our regression model explains 83.4 % of the variation of engagement.

We can also report from table 17 that our F(5) = 150.233, and p-value = 0.000.

Therefore, since autonomy, career, staffing, reward, and communication are significant, then they can be used as predictors for our OCB.

Chapter Five

Discussion and Conclusion

This study aims to investigate the impact of human resource satisfaction. Specifically, it builds on the theoretical framework to study the relationship between human resource satisfaction and job engagement as well as the organizational citizenship behavior. In fact, more research has been done on HR satisfaction than on any other aspect of a company (Spector, 1997). Based on the findings of the ample studies conducted earlier, it was essential to organizations to achieve human resource satisfaction. In turn, this made businesses achieve their objectives and goals (Cranny et al., 1992; Schneider & Brief, 1992).

Given the context of the importance of human resource satisfaction, we hypothesized that human resource satisfaction was positively related to job engagement (*Hypothesis 1*). The results of this study concur with our hypothesis, and show that human resource satisfaction is positively related to job engagement. Thus, based on these findings, we conclude that the more satisfied the employee is with the human resource practices, the more engaged he will be at his job. Indeed, according to the 2011 China Employee Engagement Survey Report, employee engagement and employee satisfaction share a close link making the latter a perquisite for engagement at the workplace. Pare & Tremblay (2007) argue that employees will be more engaged and committed to the organization if appropriate human resource policies are implemented. Employee

satisfaction and engagement are both stages toward a more significant goal: creating a workforce that is loyal, productive, and joyful.

We also examined the relationship between the components of HR satisfaction, which include careen/performance management, autonomy, communication, staffing and employee reward, and job engagement. The components were all significant and positively related to job engagement. This, in turn, would add and contribute to the satisfaction of human resources in the organization, enabling them to express themselves emotionally, physically, and cognitively which contributes positively to organizational effectiveness.

Additionally, organizational citizenship behavior is associated with a boost employee morale, an increase in people's levels of work meaningfulness, and a creation of a sense of community among employees leading to constructive effect in the organization. To encourage this type of behavior in the organization, human resource satisfaction must be achieved. Based on that, we hypothesized that human resource satisfaction was positively related to organizational citizenship behavior (Hypothesis 2). The results of this study align with our claim, and support our hypothesis. This could be interpreted by considering human resource satisfaction as a predictor of organizational citizenship behavior. In turn, the latter will boost employee knowledge, motivation, synergy, and dedication to the organization. According to Lee et al. (2012), employees that are satisfied are more likely to actively participate in providing quality services. In reference to the theory of social exchange, employees who are strongly satisfied at work are motivated by reciprocal psychology to repay their organization by expanding their

organizational citizenship behavior. If an employee is satisfied with the work's features, such as time, nature, substance, and process, this sense of satisfaction can help enhance the individual's work interest, increase productivity, and reduce slack time (Lan et al., 2016).

We also examined the relationship between the components of HR satisfaction, which include careen/performance management, autonomy, communication, staffing and employee reward, and organizational citizenship behavior. We could observe that career and reward were significant and positively related to organizational citizenship behavior. However, autonomy, staffing and communication were not significant nor positively related to organizational citizenship behavior.

5.1 Practical Implications

Managers and business owners can use the findings of this study to improve organizational effectiveness in a variety of ways. For starters, it's critical to recognize the value of employee satisfaction in today's world. The proper human resource practices can help you accomplish this level of satisfaction. Furthermore, our data reveal a link between human resource satisfaction and job engagement. This means that managers should strive to adopt solid human resource practices and invest appropriate time and resources to ensure that employees are satisfied in order to get the greatest benefits from their engagement.

Managers and business owners should also be aware of how human resource satisfaction can boost positive organizational citizenship behavior in the workplace, and

should integrate this into both long- and short-term plans. Organizational citizenship behavior will also help to achieve this efficiency by creating a positive social and psychological environment in which task work can flourish.

5.2 Limitations

Despite the numerous insights given by this study, it must be seen in light of several limitations. For one thing, instead of random sample, we had to rely on referral and snowball sampling. While this ensured that our target sample came from relevant geographical areas, it may have limited the generalizability of our results. For instance, roughly half of our sample consisted of Lebanon-based businesses, which may have altered the generalizability of our findings.

Another weakness might be the use of a quantitative approach lacking an understanding of participant responses. Finally, because all the data was self-reported, we had to take the participants' statements at face value.

5.3 Future Research

Given this new understanding of a statistically significant positive relationship between human resource satisfaction and the following variables: job engagement and employee citizenship behavior, additional research could help refine what is known about HR practices and employees. The findings of this study lay the groundwork for future research. Exploring new variables that could explain human resource satisfaction, such as organizational justice, is one possibility. Another avenue to pursue is to look for mediators

or mechanisms that may be at the root of the interactions investigated in this paper. A last proposal is to look into other dependent variables besides work engagement and organizational citizenship behavior, such as employee turnover, or to broaden the study's geographic scope to acquire more generalizable results.

In conclusion, individuals' job satisfaction is influenced by a number of things. Investigating and analyzing these aspects' effects on increasing organizational productivity in terms of meeting organizational objectives is critical. In today's competitive environment, effectively managing the most crucial resource, namely human resources, will boost an organization's competitive power. In order to figure out how the later can be done, we aimed to test the relationship between human resource satisfaction, job engagement and organizational citizenship behavior. Our findings show that human resource satisfaction was positively related to job engagement. In addition, human resource satisfaction was positively related to organizational citizenship behavior. Our paper highlights the importance of human resource satisfaction, and suggests practical implications that managers can adopt to achieve it.

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Appendices

Appendix A: 17-item Utrecht Work Engagement Scale (UWES-17)

5=strongly agree (SA), 4= agree (A). 3= neither agree nor disagree (N), 2= disagree (D), 1= strongly disagree (SD).

Engagement	SD	D	N	A	SA
At my work, I feel bursting with energy	1	2	3	4	5
At my job, I feel strong and vigorous	1	2	3	4	5
When I get up in the morning, I feel like going to work	1	2	3	4	5
I can continue working for very long periods at a time	1	2	3	4	5
At my job, I am very resilient, mentally	1	2	3	4	5
At my work I always persevere, even when things do not go well	1	2	3	4	5
I find the work that I do full of meaning and purpose	1	2	3	4	5
I am enthusiastic about my job	1	2	3	4	5
My job inspires me	1	2	3	4	5
I am proud on the work that I do	1	2	3	4	5
To me, my job is challenging	1	2	3	4	5
Time flies when I'm working	1	2	3	4	5
When I am working, I Forget everything else around me	1	2	3	4	5
I feel happy when I am working intensely	1	2	3	4	5
I am immersed in my work	1	2	3	4	5
I get carried away when I'm working	1	2	3	4	5
It is difficult to detach myself from my job	1	2	3	4	5

Appendix B: Lee and Allen's Organizational Citizenship Behavior

Never =1, rarely = 2, Sometimes = 3, often = 4, always = 5

Organizational Citizenship Behavior	1	2	3	4	5
I provide ideas for improving the functions and tasks in organization.					
I'm looking to keep development of organization.					
I dedicate some time to help others in work and non-work issues.					
It take measures to protect my organization against potential problems.					
When other employees criticize the organization, I defend it.					
I help to those who were absent.					
I give my personal properties to others to help them in their work.					
With inner satisfaction, I spend my time to help others who have faced work-related problems.					
I help others to fulfill their obligations.					
I adjust my work schedule such that I may address in extra time the request of coworkers					
I express my concerns about the reputation and image of organization clearly.					
I say welcome to new employees when they enter the working groups.					
I feel pride when representing the organization to others.					
I express my loyalty to organization.					
I conduct the actions which I have not asked, but I know they will help to achieve the organization's goals.					
I show goodwill towards coworkers, even when they try to achieve personal goals.					

Appendix C: Satisfaction with HR practice variable

1= Strongly Dissatisfied, 2= Dissatisfied, 3= Neutral, 4= Satisfied, 5= Strongly Satisfied

Satisfaction with HR Practices	1	2	3	4	5
Career/Performance Management (Alpha = 0.91) • The way in which your performance is managed • The information given to you about career paths in your job and the ways in which a position can be reached • The opportunities you have in your job to make full use of your skills and abilities • The efforts made by the hospital to promote people 'from within' the hospital					
Autonomy (Alpha = 0.88) • The amount of flexibility that you have in deciding how your job should be done • The opportunities you have to make suggestions about issues affecting your work					
Communication (Alpha = 0.84) • The grievance or complaints resolution system					
Staffing (Alpha = 0.72) • Your present workload					
Employee Reward (Alpha = 0.61) • The extent to which your pay reflects the contribution that you make					