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Impact of Human Resource Practices on Employee's Job Satisfaction in Adama Beverages Limited

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Abstract

This study explores the impact of Human Resource (HR) practices on employee job satisfaction in Adama Beverages Limited. As organizations increasingly recognize the strategic importance of human capital, effective HR practices such as recruitment and selection, training and development, performance appraisal, compensation management, and employee relations have emerged as critical determinants of employee satisfaction and organizational success. This study employed a quantitative research design using structured questionnaires distributed among 120 employees across various departments within the company. Data analysis revealed a significant positive correlation between HR practices and job satisfaction, with training, and fair compensation being the most influential factors. However, the study did not found any relationship between performance appraisal systems and employees Satisfaction. The findings underscore the importance of aligning HR strategies with employee needs to foster a motivated and satisfied workforce. It was recommended that continuous investment in employee training and compensation will foster an inclusive workplace culture. This research contributes to the growing body of literature on HRM and provides practical insights for improving employee satisfaction and organizational performance within the beverage industry in Nigeria.

Keywords: Human resource management, job satisfaction, training, performance appraisal

Introduction

In the contemporary business environment, human resource represents the most important resource and each organization strives to have highly satisfied and hence motivated employees. Employees with high job satisfaction are likely to exert more effort

in their assigned tasks and pursue the organization's interests. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that is needed (Hussain & Mujtaba, 2023). Employee satisfaction has been one of the major areas of interest in both fields of organizational behavior and human resource management practice, as it reflects the employee's attitude towards their job and commitment to the organization. Hence, today's managers are compelled to consider the job satisfaction of their subordinates. Additionally, the managers have a moral responsibility to provide the employees with a satisfying work environment, since they know that satisfied workers make positive contribution in terms of higher productivity, quality products and services and less wastage to the organization (Robbins & Judge, 2023). As a result, it is important that a firm adopts HRM practices that results in satisfied and hence motivated employees.

According to White & Mitchel, (2022) absenteeism has direct relationship with stress i.e. as stress increases on employees it will increase absenteeism because employee will feel dissatisfied with their jobs. Armstrong and Taylor (2022) explained that payment of benefit is one of the important elements of job satisfaction. Gubta et al. (2024) assessed the relationship between the benefits and job satisfaction of Dutch public workers. The results of this study indicate that positive relationship exists between benefits and job satisfaction of employees. The concept of Human Resource Management was first defined by Bakke (2021) who said that the general type of activity in any function of management is to use resources effectively for an organisational objective. The function which is related to the understanding, maintenance, development, effective employment and integration of the potential in the resource

Employee is one of the important assets in an organization. No organization can survive without their employees. Therefore, organization should pay attention on their employees in order to retain them in the organization. By doing so, it can influence the organization productivity which eventually will bring their employees to achieve the organization's mission and vision. High quality of job performance is normally delivered by highly job satisfaction and commitment employees (Onu et al., 2025). Undeniable, every organization is trying their best to retain and motivate their employees. The problem of low standard of performance and high employee turnover rate mainly come from low job satisfaction from the employees. The definition of job satisfaction is the combination of belief and feeling that employees on job. According to Bahani (2023), an employee who likes his job is likely to have high satisfaction level. Therefore, this study concentrates on the impact of human resource practices on employee's job satisfaction in Adama Beverages Limited.

Objectives of the Study

The main objective of this study is to examine the impact of human resource practices on employee's job satisfaction in Adama Beverages Limited. Other specific objectives include:

1. To examine the effect of performance appraisal on employees job satisfaction. In Adama Beverage Limited.

2. To investigate the effect of training on employees job satisfaction. In Adama Beverage Limited.
3. To assess the effect of compensation on employees job satisfaction. In Adama Beverage Limited.

Literature Review

Concept of Job Satisfaction

Job satisfaction has been defined by various scholars in many different ways. Saghir et al., (2015) stated that job satisfaction is an affective reaction to a job that results from the comparison or actual outcomes with those that are desired. Javid et al., (2022) argued that if there is consensus about job satisfaction, it is the verbal expression of an incumbent's evaluation of his or her job. On this basis, it is an affective or hedonic tone, for which the stimuli of events or conditions experienced in connection with jobs or occupations. The concept of job satisfaction and its definition have continually grown, expanded and unfolded through the previous decades. The inconsistency may be because job satisfaction can be influenced by various factors including personal traits and characteristics of the job (Shaju & Subhashini, 2017).

Meaning of Human Resource Management

Human Resource Management (HRM) is a collective term for all the formal systems created to help in managing employees and other stakeholders within a company (Vincent, 2017). The human resource management is tasked with three main functions namely, the recruitment, compensation of employees, and designating work. Ideally, the role of Human Resource Management is to find the best way to increase the productivity of an organization through its employees. It is now viewed as a strategy-focused extension of every firm. The HR department thrives on specific principles, which include commitment and competence (Zaini & Rozhan, 2024). Gupta et al., (2024) stated that the main functions of Human Resource Management include; employee recruitment, employee orientation and employee development. Human resource management consists of performance appraisal, training, compensation and so on.

Concept of Performance Appraisal

Performance appraisal is defined as a systematic process, in which the personality and performance of an employee is assessed by the supervisor or manager, against predefined standards, such as knowledge of the job, quality and quantity of output, leadership abilities, attitude towards work, attendance, cooperation, judgment, versatility, health, initiative and so forth (Chiang & Birtch, 2010). It is a method by which the job performance of an employee is documented and evaluated. Performance appraisals are a part of career development and consist of regular reviews of employee performance within organizations (Pink, 2018). Performance Appraisal can help facilitate management-employee communication; however,

Performance Appraisal may result in legal issues if not executed appropriately, as many employees tend to be unsatisfied with the Performance Appraisal process (Campbell & Weirnik, 2015).

Concept of Training

Njoki (2015) explained training as teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance (Andrew, 2015). It forms the core of apprenticeships and provides the backbone of content at work. On-the-job training method takes place in a normal working situation, using the actual tools, equipment, documents or materials that trainees will use when fully trained (Ahmad, 2022). Off-the-job training method takes place away from normal work situations — implying that the employee does not count as a directly productive worker while such training takes place. Off-the-job training method also involves employee training at a site away from the actual work environment. It often utilizes lectures, seminars, case studies, role playing, and simulation, having the advantage of allowing people to get away from work and concentrate more thoroughly on the training itself.

Concept of Compensation

Yamoah, (2023) defined compensation as systematic approach to providing monetary value to employees in exchange for work performed. Compensation may achieve several purposes, assisting in recruitment, job performance, and job satisfaction. Compensation as it were a complex topic that has significant impact on organizational success (Dessler, 2010), and for any organization to succeed, it must not look up to capital investment but to its employees as the fundamental source of improvement with the understanding that the human element and the organization are synonymous (Kimani et al., 2017).

Performance Appraisal and Job Satisfaction

Indermun and Bayat (2023) agreed that there is an undeniable correlation between performance appraisal and job satisfaction. They suggest that psychological and physical rewards have significant impact on job satisfaction. They believed that employees should be rewarded and motivated to achieve job satisfaction, which will eventually lead to a significant, positive impact on the efficiency and effectiveness of employees and thus, better overall performance. According to Awan & Asghar (2022) there is a positive relationship between performance appraisal and job satisfaction. Performance appraisal is best when employees are satisfied with the process and metrics, feel secure about their job, and satisfied with the reward system (Awan & Asghar, 2022).

Training and Job Satisfaction

The research conducted by Ahmad (2022) regarding understanding the link between training and job satisfaction emphasis that organizational training brings greater impact towards

employees job satisfaction He also added that the most common variables were used to measure employee job satisfaction is training. Similarly, a study conducted by Heffner (2022) regarding the effectiveness of employee training programs on employee job satisfaction. According to Khalilpur (2022), training is one of the key factors which determine employee's job satisfaction. This is because training has a tendency to reduce discrepancies in tasks, enhance skill levels and increase motivational levels of employees.

Compensation and Job Satisfaction

Compensation is a powerful communicator of organizational goals and priorities that expect to be successful must make employees become partners in their success. Odunlade (2024) observes that employee compensation can be a sensitive subject, and people get very passionate when trying to determine the most appropriate compensation plan for any business. According to the survey report conducted by Gupta et al., (2024), they found that compensation and benefits would affect employees' job satisfaction. Sharma & Chandra (2023) observes that compensation is a predictor of job satisfaction. The four elements of compensation which are base- pay, variable pay, benefits and work-life balance are the most popular offered to employees.

Theoretical Framework

There are numerous theories that attempt to explain job satisfaction, some of the theories that are more relevant include;

Herzberg's Two-Factor Theory

Herzberg's two factor theory suggests that there are two factors that could satisfy or dissatisfy workers in carrying out their responsibilities namely job-satisfiers or motivator factors and job dissatisfaction or hygiene factors. Job-satisfier are aspects of the features of a job including skill variety, task identity, task significant and autonomy as factors that affect individual's perception of how important the work is, and eventually affects satisfaction level. Hygiene factors (security, status, supervision etc) were characterized a lower level motivators. Where they have not been satisfied, job dissatisfaction is the result. This theory is relevant to this work in the sense that the management of Adama Beverages Yola shall know that its employees performances and job satisfaction is derived by either satisfying factors which help boost the output of the employees. And also dissatisfying factors which can thwart the performance and output of its employees and which may eventually lead to the grounding of the factory.

Vroom's Expectancy Theory

Vroom (1964) suggests that the motivations of people to work to realize their dreams depend on assumptions that the objective is worthy, and are certain that what they do will aid them accomplish their goals (Weihrich & Koontz, 1999). Robbins (2025) posits that this theory is

founded on three variables namely valence, expectancy and instrumentality. Valance refers to the strength of individual's preference for a particular output. Expectancy considers the likelihood that a specific effort will produce a particular first-level outcome. Instrumentality on the other hand, is the extent to which first-level outcome will cause desire for second-level outcome. For instance, employees could be motivated toward superior performance to gain promotion (Luthans, 2025). This theory is also relevant because every employee of Adama Beverages Yola certainly have goals to achieve in life, so the establishment has to help its employees achieve their goals so as to push in the speedy achievement of the organization's goals.

Model of the Study

To implement the study, the dependent and independent variables are shown in the model. The Human Resource Management is the independent variable and job satisfaction is the dependent variable.

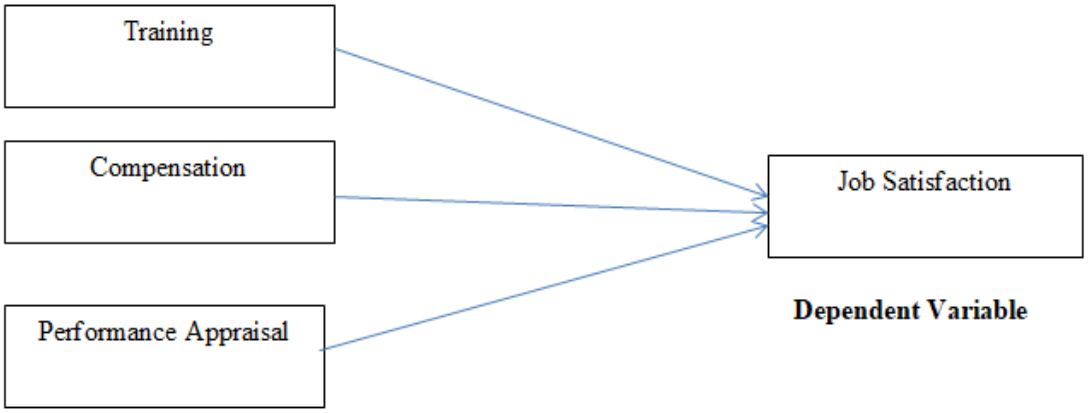


Figure1. Model Framework of the Study

Job satisfaction which is the dependent variable finds its fulfillment on the effectiveness of the Human Resource Management which is the independent variable. Therefore, for Adama Beverages Yola to derive full satisfaction and performance from its employees' there is every tendency that it Human Resource Management must be effective.

Research Methodology

This study employed the use of descriptive research design because the study involved assessing the opinion of the respondents on job satisfaction as it affects their job performance. The population of this study is (214) employees of Adama Beverages Limited, Yola. The sample size for this study is (120). The main instrument used in this study is a questionnaire to generate primary data for the study. This study used primary and secondary data sources. In analyzing the collected data descriptive statistics and inferential statistics using correlation

and regression analysis with the help of statistical package for social science (SPSS) version 22.

Results and Discussion

Correlation analysis was performed to explain the relationships among all the variables in the study. Specifically, Pearson correlation was used to examine the correlation coefficient among the variables. Table 1 presents the correlation coefficients for all the variables considered in this study.

Table 1 Correlation Analysis Result

Correlations

		PERFORMANCE_APP	TRAINING	COMPENSATION	JOB_SATISFACTION
PERFORMANCE_APP	Pearson Correlation	1	.545**	.445**	.503**
	Sig. (2-tailed)		.000	.000	.000
	N	83	83	83	83
TRAINING	Pearson Correlation	.545**	1	.744**	.731**
	Sig. (2-tailed)	.000		.000	.000
	N	83	83	83	83
COMPENSATION	Pearson Correlation	.445**	.744**	1	.702**
	Sig. (2-tailed)	.000	.000		.000
	N	83	83	83	83
JOB_SATISFACTION	Pearson Correlation	.503**	.731**	.702**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	83	83	83	83

Source: SPSS OUTPUT, 2025

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

The correlation analysis is conducted before hypothesis testing in order to determine the extent to which they were related. Another essence for using correlation is to check for multicollinearity. The values of Pearson correlation in table 1 show the relationship between all the variables of the study and hence, check for the multicollinearity. The general rule of thumb is that it should not exceed 0.75. In this study, the highest correlation between the independent and dependent variables as shown in the correlation matrix was between training and job satisfaction which was positively significant at 0.01 level ($r = .731$, $p < .01$). Considering this highest value of the correlation coefficient it means that all the variables of this study were within the acceptable range as discussed above and would not cause any problem of multicollinearity.

In the case of correlation between performance appraisal and the dependent variable job satisfaction result demonstrated no significant relationship between them at ($r = .503$, $p < .555$) . This indicates that performance appraisal among employees in their organization is not significant in determining employees' job satisfaction. However, the correlation matrix indicates strong positive statistical correlation between compensation and job satisfaction at ($r = .702$, $p < .10$). These correlation results suggest that employees derive satisfaction in their jobs when they are adequately trained to meet up with current organizational market trends and technological innovations. More so, employees gain job satisfaction when they are duly compensated by their organizations. The correlation analysis result for this study does not imply causation (cause and effect) but merely an association between the variables. However,

in order to determine the effect of the relationship between independent and the dependent variables multiple linear statistical analyses is required.

Regression Analysis Result

This section presented the results of hypotheses testing related to the relationships between performance appraisal and job satisfaction among employees of Adama Beverages Limited to understand the actual effects of the HRM on job satisfaction. The multiple correlations (R), squared multiple correlations (R^2) and adjusted squared multiple correlations (R^2 adj) indicate how well is the combination of independent variables predicts the dependent variable.

Table 2 Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.776[a]	.602	.587	2.91644	2.454

a. Predictors: (Constant), COMPENSATION, PERFORMANCE_APP, TRAINING

b. Dependent Variable: JOB_SATISFACTION

The result showed that the regression equation with all the leadership style was significant at R = .776, R^2 = .602, R^2 *adj* = .587, F= (39.847), p < .000. This means that the multiple correlation coefficients between the independent and the dependent variables were .487. The value of the R^2 is dropped to just (1.3 %) in the R^2 *adj* this indicates that the cross validity of this model was fine. The F- values of (39.847) shows that the models had overall significant results. In another word, the model indicated linear relationship between the variables and significantly predicted the dependent variable (job satisfaction).

Table 3 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.057	1.405		4.311	.000
	PERFORMANCE_APP	.249	.164	.129	1.524	.132
	TRAINING	.382	.108	.405	3.555	.001
	COMPENSATION	.467	.145	.344	3.226	.002

a. Dependent Variable: JOB_SATISFACTION

Research Findings

The following are the findings of the study:

i. The study found out that compensation and job satisfaction has a very high correlation which means that compensation is a major determinant of employees' job satisfaction.

ii. The study also found from the respondents' views that training of employees' correlates with the job performance of the employees'.
iii. The study found out that performance appraisal is not much commensurate to the level of job satisfaction of employees. This indicates that performance appraisal is not significant to employee job satisfaction as found out from this study.

Discussion of Findings

In the contemporary business environment, human resource represents the most important resource and each organization strives to have highly satisfied and hence motivated employees. Employees with high job satisfaction are likely to exert more effort in their assigned tasks and pursue the organization's interests. An organization that fosters high employee job satisfaction is also more capable of retaining and attracting employees with the skills that is needed.

From the results of the correlation analysis, the study found out that there close correlation between training and job satisfaction with r = .731. This study is in line with the findings of Dehghani et al., (2015) and Javid et al., (2022) whom opined that training of staff to meet up with current organizational market trends and technological innovations is a major determinant of employee job satisfaction. The correlation analysis also revealed correlation of r = .702 between compensation and job satisfaction. The study was in line with the findings of Kimani et al., (2017) and Dailey (2024) whom found out that compensation is a major booster to employee job satisfaction.

Conclusion

The results of this study as indicated by the frequency distributions, percentages and analysis showed that employee training, and employee compensation influenced employee job satisfaction. There were positive significant relationships between employee training, employee compensation and job satisfaction. This study concludes that employee job satisfaction impacts employee performance.

Recommendation

In line with the findings of this study, the following recommendations are put forward:

i. The study found out that compensation of employees influences the job satisfaction of the employees. This study is therefore recommending for the effective payment of relevant rewards and due compensations to deserving employees so as to grant them adequate job satisfaction and performance.
ii. The study found out that training is a significant factor that determines employee job satisfaction in an organization. This study is therefore recommending for the adequate training and retraining of employees by organizations so as to adjust to changing market trends and technological innovations.
iii. The study also recommended for the proper scrutiny of employees so as to employ competent persons that shall have the organization at heart and discharge their duties effectively.

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