



HRM PRACTICES AND EMPLOYEES' JOB SATISFACTION: MEDIATION MECHANISM OF EMPLOYEE AFFECTIVE COMMITMENT AND HR OUTCOMES: EMPIRICAL EVIDENCE FROM JUDICIARY OF PAKISTAN

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ABSTRACT

Purpose: The present study examines the impact of HRM Practices (HRMPs) on employees' job satisfaction (EJS). This study also investigates how HRMPs increase employees' job satisfaction by acknowledging HR outcomes (HROC) and employees' affective commitment (EAC) as a potential mediator.

Design/Methodology/Approach: Data was collected for this study in two-time spans with a stratified random sample of 203 (186 males and 17 females) ministerial employees (Admin Office Coordinator, Senior Office Coordinator, and Office Coordinator) from Judiciary of Punjab. This study's hypotheses were tested through different analysis techniques, i.e., correlation, hierarchal regression, Hayes bootstrapping through SPSS, and algorithm method for through Smart-PLS for mediation.

Findings: Findings of the study unveiled that there is a significant positive influence of HRMPs on EJS. Moreover, our results provoked HROC and EAC to mediate the relationship between HRMPs and EJS.

Originality/Value: Drawing from self-determination theory (SDT), our study contributes knowledge to the literature of HRM and OB by using HROC and EAC as parallel mediators between the relationship of HRMPs and EJS, which explains the intervening mechanism as HRMPs (transparent recruitment and selection of candidates, performance appraisal based training for growth and development of skills and abilities) positively influence the HR outcomes, i.e., gives a clarification of professional responsibilities, enhancement of professional competence and achievement motivation to individuals that further resulted into a higher level of job satisfaction.

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Abbreviations: NIL



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INTRODUCTION

Today's highly competitive and globalized environment increases the importance of human resource management practices (HRMPs) primarily in the public sector

organizations, as the public sector's working criteria and environment are different from those of the corporate sector. In the present eon, frequent technological advancement worldwide becomes a challenge for the public sector organizations of developing countries such as Pakistan. For that purpose, public sector organizations need a skilled and competent workforce, which smoothly runs the state's people's law and justice system. Rapid advancement in every area of life changes the public's expectations for their daily life product and services; it also affects the public's expectation level from administrative institutions, i.e., the judiciary. For that purpose, through judicial reforms, the Judiciary of Pakistan pays attention to organizational improvement. However, it also pays attention to the better performance of their workforce with the enhancement of skills, competencies, and proficiencies according to the state's public demands. Every organization's success and failure (public or private) depend on different resources, i.e., technological, mechanical, and financial resources to fulfill their organizational objectives and the most vital human resource (Giauque et al., 2013). Mostly public sector organizations are not fully automated, and these organizations still need competent people for work and provide services to the state (Azeem & Akhtar, 2014).

According to Coyle-Shapiro et al. (2013), HRMPs consist of several plans, policies, and programs that organizations adapt to obtain higher employee performance. For the higher organizational and individual performance, recruitment is the first phase of the entry-level of employment system for the appointment of employees (Rao, 2010); then through selection, which is the procedure of choosing a suitable applicant, which enfolded the applicant's skills and the job requirements (Jha & Bhattacharyya, 2012). According to Nyangaresi et al. (2013), every organization needs to select a competent and skilled workforce for organizational growth and development in the era of rapid globalization and competition. Besides, a well-organized and effective justice delivery system for the state's public requires the right person to do the right job as per skills and competencies (Ashraf, 2017; Rehman, 2012). Training and development procedures of organizations improve employees' level of performance and enhance the positive behaviors, with the increase of knowledge, skills, and competencies of the jobs (Bhartiya, 2015). Training and development is a conventional method of energies and strategies made inside the organization to enhance employees' performance (Ahmed, 2016). According to Jain and Garg (2013), organizations can accomplish their mission, objectives, and goals by using the performance appraisal system, which helps them judge their employees' effectiveness from different aspects. Performance appraisal systems of the organizations not only contribute to the enhancement of performance but also for the enrichment of skills, the knowledge that helps employees for their growth and development and commitment level of employees (Coyle-Shapiro et al., 2004; Kuvaas, 2006; Pettijohn et al., 2001). In public sector organizations, performance appraisal is used as an instrument for enhancing individuals'

commitment level through training and development (Ndambakuwa & Mufunda, 2006; Wholey, 1999).

Numerous studies show that role clarity is an essential predictor of employees' job satisfaction, especially in public sector organizations (Cantarelli et al., 2016; Hassan, 2013; Tao & Campbell, 2020). Additionally, clarity about the professional task and responsibilities not only reduced the level of stress and burnout but also increase the individuals' level of satisfaction (Boström et al., 2013; Davis, 2013; Garrosa et al., 2011; Hossny & Mohamed, 2020; Orgambidez & Almeida, 2020). Competence is concerned with the human potential for learning, planning, and problem-solving, and self-learning (Gani et al., 2018). It is evident in earlier studies that professional competence predicts a higher level of satisfaction of employees (Abusama et al., 2017; Akram et al., 2015). Motivation is related to individuals' willingness regarding extra efforts that they pay for the achievement of personal and organizational goals as per their skills and abilities (Renyut et al., 2017; Robbins, 1999). Public sector organizations especially trying to increase the level of motivation of their workforce so that they can accomplish their duties and tasks willfully (Renyut et al., 2017). Highly motivated employees show much satisfaction in their jobs as compared to demotivated or employees with low motivational levels (Yahyazadeh, 2012). Affective commitment is related to the emotional relationship of individuals' with the organization; and due to this emotional attachment, employees show their willingness for extra efforts at the time of need and favor for the accomplishment of organizational goals and objectives (Allen & Meyer, 1990; Lee & Kim, 2011; Park & Rainey, 2007; Reid et al., 2008; Stazyk et al., 2011). A higher level of affective commitment produces different positive outcomes and behaviors, i.e., higher performance, organizational commitment, helping behavior with colleagues, innovation and creativity, low level of turnover and absenteeism (Allen & Meyer, 1990; Jaros, 1997; Mahmoud, 2008; Meyer & Herscovitch, 2001; Park & Rainey, 2007; Savery & Syme, 1996). Job satisfaction is a wisdom of joy and the positive emotional state experienced by a person, as expectations of income or reward met, and this reflects in the general attitudes of the individual at his workplace (Dhermawan et al., 2012; Locke et al., 1983), which further resultantly increase employee performance. The satisfaction of employees not only depend upon the materialistic extrinsic rewards but also on intrinsic resources, i.e., training opportunities by the organization (Gu & Siu, 2009), as HRMPs closely related to the satisfaction of employees as well (Absar et al., 2010; Georgellis et al., 2008; Ting, 1997). The satisfaction of employees may also affect by intrinsic and extrinsic factors (Armstrong & Taylor, 2014), i.e., organizational structure and environment, career advancement opportunities, performance, recruitment, well-being, retention, and stress (Maslach et al., 2001; Smith, 1992; Zapf et al., 2001).

This study's primary aim is to investigate the influence of HRMPs on employees' job satisfaction in public sector organizations (i.e., judiciary). Moreover, the present study investigates the intervening mechanism of HR outcomes (i.e., role clarity, professional

competence, and achievement motivation) and employees' affective commitment between the relationship of HRMPs and EJS. Additionally, the present study overcomes the deficiency of research on task ambiguity, specifically in the public sector, as Blom et al. (2020) recommended. Moreover, we overcome the suggested gap of (Amarneh & Muthuveloo, 2020; Cherif, 2020) and (Desa et al., 2020; Zamanan et al., 2020) by controlling the age and experience applying in a different organizational context (i.e., public sector). Beyond the above deliberation, this study fuel two vital contributions. First, this study provides a legitimate understanding of how the HR outcomes with the presence of HRMPs enhance employees' level of satisfaction working in the judicial sector. Secondly, this study contributes to HRM and OB arguing that the literature neglects the role of HRMPs and HR outcomes, in public sector organizational context, especially in the judicial sector, as this sector is the central pillar in every type of state, i.e., kingdom, democracy, socialism, communism, or dictatorship.

THEORETICAL FOUNDATION AND HYPOTHESIS DEVELOPMENT

Self-determination theory (SDT) (Deci & Ryan, 2008, 2015) indicates that human desires, enthusiasm, and opportunity believe essential in the sociocultural environment. SDT (Deci & Ryan, 2008, 2015) explains that intrinsic motivation fundamentally improves self-managed working environments and results in positive, evolutionary, collaborative, and developmental enthusiastic performances (Ryan & Connell, 1989). Additionally, Ryan and Deci (2002; 2017) advocated that a positive working environment significantly improves the motivational spirit, leading to increased employee satisfaction and incredible performance. According to SDT, essential need satisfaction is vital for generating satisfactory HR outcomes that further predict job satisfaction and affective commitment (Baard, 2002; Baard et al., 2004; Greguras & Diefendorff, 2009; Mayer et al., 2008). SDT further argues that people have an unconscious development and intrinsic motivation and three motivational desires such as intimacy, integrity, and sovereignty also be accomplished by their inherent motivation and sympathy (Deci & Ryan, 2008, 2015; Ryan & Connell, 1989; Ryan & Deci, 2000; Ryan & Deci, 2002; Ryan & Deci, 2017). Contextual factors, such as managerial practices and procedures that meet the need for competence, autonomy, and relationships, have also positively linked with job-related attitudes, particularly job satisfaction (Deci et al., 1989; Ilardi et al., 1993; Vansteenkiste et al., 2007). We are confident that the foundation of SDT disentangle the process through which HRMPs influence HR outcomes that further affect the employee's job satisfaction. Based on SDT, we conceptualize our study's research model, on the premise that individuals are an active organism who is inspired through psychological development and growth, and alternatively shows positive behaviors, i.e., job satisfaction.

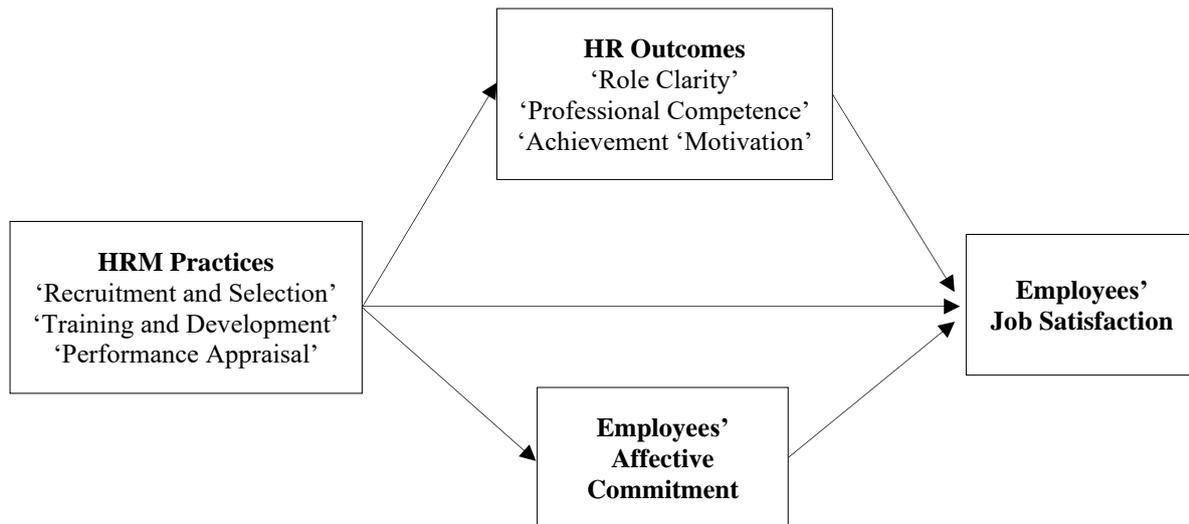


Fig. 1: Proposed Research Model

LINKING HRM PRACTICES AND EMPLOYEES' JOB SATISFACTION

Research evidence published by Butts et al. (2013), shows that the existence and application of HRMPs promote the clarity of work, which is positively correlated with the right working positions, mainly of employees' satisfaction. Human assets are energetic for the development and attainment of every organization's objectives, which can be strengthened through training and development (Ntiamoah et al., 2014; Zehra, 2016). Several studies documented that a successful recruitment procedure positively affects employee engagement, efficiency, morale, and productivity (Patimah, 2015; Rafii & Andri, 2015). Training and development programs are the main structural and functional foundations that expand the employees' ability, knowledge, professional skills, and capacity that resulted in higher performance with efficiency and excellence (Khalid et al., 2014; Sattar et al., 2015). The basic concept of training emphasizes the need for substantive personnel contributions based on theories and understanding the importance of performance and outcomes aspects, distinguishing between the employees and their quality of growth (Diab & Ajlouni, 2015; Yozi, 2018). Moreover, performance appraisal enhances individuals' level of satisfaction about their respective jobs as they receive intrinsic and extrinsic rewards based on that appraisal of their performance (Deepa et al., 2014; Ghamari Zare et al., 2013). Besides, Sanger (2013) conducted a study on employees of High Court, North Sulawesi, and founds that work motivation, job involvement, and performance appraisal have instantaneously and comparatively correlated with the satisfaction of employees. Numerous earlier studies evidenced that HRMPs predicted higher performance, motivational level, and satisfaction level of employees at the workplace that further produce positive outcomes (Abdirahman et al., 2018; Chukwuka & Nwakoby, 2018; Hee & Jing, 2018; Islam et al., 2018; Khoreva & Wechtler, 2018; Madanat & Khasawneh, 2018; Octaviannand et al., 2017; Omar et al., 2017). As reported by Koedel et al. (2017), HRMPs are part of job satisfaction, which becomes

the cause of an increase in employee performance. Based on the discussion of the above literature, we hypothesize that:

Hypothesis 1: Ps positively associated with EJS.

HR OUTCOMES AS MEDIATOR

Clarification of role in government organizations has also been identified as a predictor of employee satisfaction (Tao & Campbell, 2020). Individual-level role clarity has also been positively linked with employees' work satisfaction in organizational work groups (Cantarelli et al., 2016; Hassan, 2013). Findings of numerous studies show that managerial behaviors regarding goal clarity positively related to the successful application of the performance management system and enhancement in job satisfaction (Kalgin et al., 2018; Stazyk, 2016). Moreover, a higher level of job clarity expressed a greater level of individuals' job satisfaction (Orgambídez & Almeida, 2020). Professional competence is concerned with the employees' level of contribution of their technical knowledge, expertise, intentions, and preferences to work requirements (Kane, 1992), including learning, critical thinking, and communication (Litchfield et al., 2002). It was observed that employees who used their skills and abilities (competencies) to accomplish their professional responsibilities were more satisfied than their respective jobs (Renyut et al., 2017; Yahyazadeh, 2012). Motivation is related to an effort toward organizational objectives, which is dependent on the desire to fulfill the needs of a person (Robbins et al., 2009), whereas achievement narrates an individual's achievement at the workplace. Achievement motivation is a feature of education psychology, and that is not just a phenomenon discussed in multiple cultures but also a phenomenon studied in various professions (Chandrawaty & Widodo, 2020). Several studies revealed that achievement motivation positively affects employees' job satisfaction level (Adam & Kamase, 2019; Fatmasari et al., 2018; Ihsani & Wijayanto, 2020; Lubis et al., 2019; Stefurak et al., 2020).

Several studies showed that HR outcomes potentially further explain the relationship between HRMPs and employee and organizational performance (Fey et al., 2000; Guest, 1997; Paauwe, 1998; Tessema & Soeters, 2006). According to Paauwe (1998), HRMPs intensify HR-outcomes that further affect individual and organizational performance. Also, Tessema and Soeters (2006) and Marescaux et al. (2013) use different HR outcomes (e.g., motivation, competence, role clarity, and retention) as mediating variables and found HR outcomes further explains the relationship between different HRMPs and employee performance. Earlier numerous studies show the direct link of different HRMPs (i.e., compensation program, training, recruitment and selection, job description) and HR outcomes (i.e., motivation, competence, role clarity) (Becker & Gerhart, 1996; Fey et al., 2000; Hsu & Leat, 2000; Huselid, 1995; Kalleberg & Moody, 1994; Lienert, 1998). A translucent chain of causation (HRMPs → HROC → EJS) defines in our proposed research model, as we

propose that HRMPs raise the level of achievement motivation and role clarity that further increase employees' level of satisfaction. We also propose that motivated employees are much efficient, productive, and satisfied than the demoralized employees. A higher level of competence and clarity of job responsibilities decreases confusion and ambiguity, leading to enhancement of satisfaction level. Based on the above discussion of literature, we hypothesize that:

Hypothesis 2: HROC mediate the positive relationship between HRMPs and EJS.

EMPLOYEES' AFFECTIVE COMMITMENT AS MEDIATOR

Affective commitment is associated with employees' emotional attachment with his/her organization and is the most imperative aspect of organizational commitment (Meyer & Allen, 1997). Additionally, affective commitment is demarcated as a positive attitude, willingness to participate, and sentimental contribution to the organization (Cegarra-Navarro et al., 2018; Meyer et al., 1998). Also, Allen and Smith (1993) argued that individuals who possess strong affective commitment stay with their organizations for a prolonged period. Employees are unlikely to feel a sense of loyalty, affiliation, and commitment in the organization if they believe that their contribution to the organization is unjustly valued (Poon, 2012). Affective commitment is measured as a potential tool of internal enthusiasm that encourages individuals to persevere over time and struggle with disparate forces to attain explicit objectives (Meyer et al., 2004). Earlier studies show that affective commitment of employees predicted job satisfaction (Meyer et al., 2002; Renyut et al., 2017; Yukongdi & Shrestha, 2020), work engagement and creativity (Asif et al., 2019), employee involvement (Donati et al., 2019) and innovation (Khaola, 2019) and negatively related to turnover intention (Yukongdi & Shrestha, 2020). Numerous studies used affective commitment as a mediator with different variables and in a different context and concluded that affective commitment of employees enhances the level of performance and satisfaction (Asif et al., 2019; Donati et al., 2019; I ik, 2020; Payne & Huffman, 2005; Poon, 2012; Yang et al., 2019). Based on the above literature discussion, we hypothesize that:

Hypothesis 3: EAC mediates the positive affiliation bet HRMPs and EJS.

RESEARCH METHODOLOGY

Quantitative type and explanatory nature of research applied in the present study as Gay at el. (2009), explain that the quantitative research method provides an opportunity for researchers to collaborate and gather information from their participants directly to understand the outcomes in or behind the perspectives. Positivistic paradigms and deductive reasoning are used in the present study because the present research model is based on the theoretical foundation of SDT, the theory related to the subject. Then we generate and test the hypotheses to develop logical conclusions for confirming assumptions. The population of this study covered

permanent ministerial staff working in a public sector institution (Lahore High Court). The stratified sampling technique used in this study is efficient and provides perfection and sample size accuracy. Identification codes were marked on each questionnaire for smooth data collection by using the time-lag data collection method. Four hundred questionnaires were distributed through the self-administered data collection technique. At the end of the second lag, 203 questionnaires were potentially deemed appropriate for further evaluation, so the response rate was 50.75%.

RESEARCH TOOLS

All variables of the current study were analyzed on a five-point Likert scale ranging from "1-strongly disagree" to "5-strongly agree" rather than HR outcomes items were measured on "1-seldom" to "5-always". HRM Practices (recruitment and selection with a four-item scale, training, and development with a six-item scale, and performance appraisal with seven-item scale) were measured through three dimensions. Scales items of all dimensions were adopted from Singh (2004). The composite reliability of this measure was $=.92$. HR Outcomes were assessed with three-items (for each dimension, i.e., role clarity, professional competence, and achievement motivation) scale developed by Tessema and Soeters (2006). The reliability of this measure was $=.76$. Employees' Affective Commitment was assessed with eight-items scales developed by Meyer and Allen (1997). The reliability of this measure was $=.78$. Employees' Job Satisfaction was assessed with a five-items scale adopted from Brayfield and Rothe (1951). The reliability of this measure was $=.78$.

RESULTS

The majority of this study representative were males, 91.6%, and females were 8.4%. Age-wise majority of the participants were 44.5% were belongs to the age-group of "31-40 years," and 24.9% of respondents belong to the age-group of "20-30 years". Education-wise 34.2% of participants possess "Masters-degree", 29.8% possess "Graduation", and 19.6% possess "Intermediate". 30.6% having "21 years and above" service, 23.2% having "6-10 years" service, and 18.8% having "11-15 years" service.

Table 1: Descriptive Statistics and Correlations

		Mean	SD	rho_A	CR	AVE	1	2	3	4
1	HRMPs	3.00	.72767	.930	.918	.509	(.92)	.620**	.328**	.673**
2	HROC	3.04	.89976	.766	.766	.522		(.76)	.344**	.648**
3	EAC	3.49	.60136	.853	.752	.570			(.78)	.437**
4	EJS	3.42	.70659	.813	.783	.530				(.78)

Note: HRMP, human resource management practices; HROC, human resource outcomes; EAC, employees' affective commitment; EJS, employees' job satisfaction, **p < 0.01; N = 203, Reliability Statistics are in parenthesis

Table 1 indicates the means, SD, reliability, validity, and correlations values of this study. According to the table, reliability value for HRMPs $= .92$, for HROC $= .76$, for EAC $= .78$ and for EJS $= .78$. According to the standards suggested by (Hair et al., 2010; Hair.Jr et al., 2006), CR and AVE values are suggested. All variables of this study were found positively and significantly correlated with each other at $p < .01$.

Table 2: Hierarchical Regression

Variable	Employee Job Satisfaction			
	M1	M2	M3	M4
Intercept	2.649***	1.307***	1.172***	.680**
Gender	.254	.065	.007	.002
Age	.110	.080	.028	.094
Education	.071	.022	.023	.008
Service Tenure	-.007	-.034	-.017	-.050
HRMPs		.639***	.423***	.569***
HROC			.290***	
EAC				.285***
R^2	.048	.459	.541	.511
<i>Adjusted R²</i>	.033	.448	.529	.498
F	3.055**	40.600***	46.754***	41.388***

Note: HRMPs, human resource management practices; HROC, human resource outcomes; EAC, employees' affective commitment; EJS, employees' job satisfaction, N= 203; ***p < .001; ** p<0.01; * p<0.05

Table 2 demonstrates the hierarchical regression values of this study, according to values illustrated in Model-2 HRMPs ($\beta=.639$, $p<0.001$), Model-3 HROC ($\beta=.290$, $p<0.001$), and Model-4 EAC ($\beta=.285$, $p<0.001$) positively and significantly influencing the EJS. These results proved the H1 of this study.

Table 3: Mediation Analysis

Model	HRMPs → HROC → EJS				
	β	SE	LL/UL	z	p
Indirect Effect (Hayes-Bootstrapping)	.23	.04	.15, .32		
Indirect Effect (Sobel-Normal Theory Test)	.23	.04		5.91	.00
Model	HRMPs → EAC → EJS				
	β	SE	LL/UL	z	p
Indirect Effect (Hayes-Bootstrapping)	.08	.02	.04, .13		
Indirect Effect (Sobel-Normal Theory Test)	.08	.02		3.66	.00

Note: HRMPs, human resource management practices; HROC, human resource outcomes; EAC, employees' affective commitment; EJS, employees' job satisfaction, LL, lower limit; UL, upper limit; CI, Confidence Interval; Bootstrap sample size = 5000; N= 203

Table 3 illustrates the present study's mediation analysis, which was done by applying the Preacher and Hayes (2004) PROCESS-macro (model-4). According to the above-given values using the bootstrapping method, there was no zero found between the upper and lower confidence interval values ($\beta=.23$, LL/UL=.15/.32). Moreover, Sobel (1982) test values also authenticate the results where ($z=5.91$, $p<.01$). These results show that there was the mediation of HROC found between the relationship of HRMPs and EJS, which prove H2 of the present study. Furthermore, the second portion of the table's values shows no zero between the upper and lower confidence intervals ($\beta=.08$, LL/UL=.04/.13), and Sobel (1982) test values also authenticate the results where ($z=3.66$, $p<.01$). These results show the mediation of EAC found between HRMPs and EJS, proving the H3 of the present study.

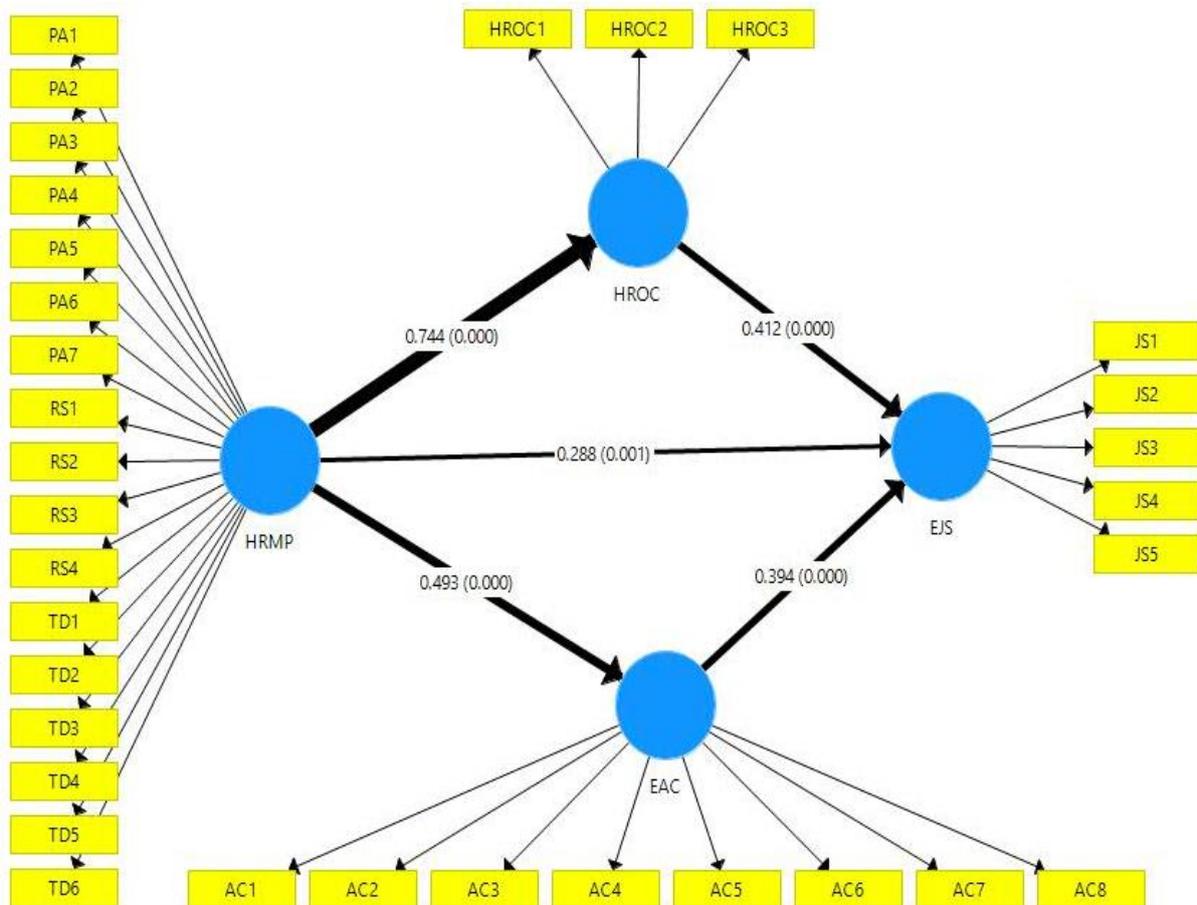


Fig. 2: Mediation Algorithm (Smart-PLS)

Fig. 2 shows the mediation analysis through the Smart-PLS algorithm, which also validates the mediation of HROC (where indirect effect $\beta=.412$, $p<.001$) and EAC (where indirect effect $\beta=.394$, $p<.001$) between the relationship of HRMPs and EJS.

DISCUSSION

The present study's primary objective was to examine the influence of HRMPs on EJS; furthermore, this study explores the mediating mechanism of HROC and EAC between the relationship of HRMPs and EJS. The first hypothesis proposes a positive influence of HRMPs on EJS; findings of the study support this hypothesis, which was also proved by earlier studies (Ijigu, 2015; Jeet & Sayeeduzzafar, 2014; Pradhan et al., 2019; Steijn, 2004). The second hypothesis proposes that HROC mediate the relationship between HRMPs and EJS; findings of the study evident for the acceptance of this hypothesis, which was also proved by previous studies (Marescaux et al., 2013; Tessema & Soeters, 2006). Findings further explain that HRMPs influence the HROC that further enhances employees' level of satisfaction, which means that the existence and implementation of HRMPs help the employees for clarification of their roles and responsibilities (according to their skills and abilities), and increase competence and motivation level that further enhance the satisfaction level of employees. The final and third hypothesis of this study proposes that EAC mediates the positive relationship of HRMPs and EJS; findings of this study also support the hypothesis, which was also

proved by earlier studies (Fazio et al., 2017; Poon, 2012). Our study further explains that HRMPs increase the level of emotional attachment/commitment of employees that further enhance EJS. The study's findings also extend knowledge to self-determination theory by explaining the intervening mechanism of HROC and EAC, as the presence of HRMPs provides an environment that increases the intrinsic motivational level, which further shows a higher level of satisfaction.

THEORETICAL AND EMPIRICAL IMPLICATIONS

The current study contributes to the literature of HRM and OB in different ways. First, this study investigates the mediating role of HROC (role clarity, professional competence, and achievement motivation) between the association of HRMPs and EJS, which shows that HRMPs helps the individuals for clarification of their role clarity, reduce role ambiguity, enhance their motivational achievement level that resultantly enhances the level of job satisfaction. Secondly, our study contributes by exploring the intervening mechanism of EAC between the association of HRMPs and EJS, as the existence of HRMPs enhances the level of commitment of employees with their respective organizations that resulted in enhancement of their satisfaction level. The present study has some practical implications for public sector organizations. The increase in employees' intrinsic and extrinsic motivational levels with the presence of HRMPs also increases the level of performance and satisfaction. Public sector organizations to meet the challenges of the current era also pay attention to the enhancement of competencies, technical knowledge, and expertise of their workforce, which further increases the performance of employees and gives them satisfaction through the accomplishment of their professional responsibilities as per their skills, competencies, and abilities. Transparent implementation of HRMPs (employees' recruitment and training and development, and performance appraisal) increases employees' motivation and emotional attachment level of public sector organizations with their respective organizations. Scientific systems for performance evaluation should also improve the service quality of the individuals working in the public sector, so the management must use scientific techniques to analyze and evaluate employee performance and service quality.

LIMITATION & DIRECTIONS FOR FUTURE RESEARCH

The present study's data was collected in two different temporal separated intervals (time-lags) to overcome the CMB (Podsakoff et al., 2012) but from a single public sector organization (Lahore High Court). Future researchers conduct the study through multilevel data (supervisor-rated) in different time-lags to further explain the phenomenon. The current study uses the impact of three-dimension of HRMPs (recruitment and selection, training and development and performance appraisal) on employees' job satisfaction; future studies use other practices such as "information sharing, reward, promotion, recognition, career planning" towards job satisfaction

with other moderators and mediators with a sample size of other public sector organizations of different organizational contexts to replicate the results of this study.

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