

The Role of Human Resource Management Practices in Achieving Job Satisfaction within Organizations in the Kingdom of Saudi Arabia (A field study on a group of small and medium-sized companies in Jeddah)

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Abstract:

This study aimed to discover the role of human resource management practices in achieving job satisfaction within organizations in the Kingdom of Saudi Arabia. The field of study consists of a group of small and medium companies located in the city of Jeddah. A questionnaire was prepared and developed for the study. For the purpose of this study, (150) questionnaires were distributed to the employees of the group of companies under study. The number of questionnaires returned was (147) with a percentage of (98%). After examining the retrieved forms, it was found that there were (6) questionnaires with incorrect and incomplete data. Thus, the number of valid questionnaires for analysis is (141), which represents (94%) of the total number that was distributed. After testing and analyzing the hypotheses of the study, the results showed that there is a statistically significant effect of human resource management practices on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia. There is a statistically significant effect of recruitment and selection on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia. There is a statistically significant effect of training programs on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia. One of the most prominent recommendations of the study is that the senior management in institutions in the Kingdom of Saudi Arabia implement a more equitable incentive system that provides employees with the benefits they need other than basic benefits, such as health care, additional wages, and other non-essential benefits.

Keywords: Human Resource Management, Employee Satisfaction, Wages, Performance Appraisal, Incentives and Rewards.

دور ممارسات إدارة الموارد البشرية في تحقيق الرضا الوظيفي داخل المنظمات في المملكة العربية السعودية

(دراسة ميدانية على مجموعة من الشركات الصغيرة والمتوسطة بمدينة جدة)

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مخلص الدراسة

هدفت هذه الدراسة إلى اكتشاف دور ممارسات إدارة الموارد البشرية في تحقيق الرضا الوظيفي داخل المنظمات في المملكة العربية السعودية. تكون مجال الدراسة من مجموعة من الشركات الصغيرة والمتوسطة والتي تقع في مدينة جدة. تم إعداد وتطوير استبيان للدراسة. لغرض هذه الدراسة تم توزيع (150) استبانة على موظفي مجموعة الشركات محل الدراسة. بلغ عدد الاستبيانات المعادة (147) بنسبة (98%). بعد فحص الاستثمارات المسترجعة تبين وجود (6) استبيانات بها بيانات غير صحيحة وغير كاملة. وبذلك يكون عدد الاستبيانات الصالحة للتحليل (141) وهو ما يمثل ما نسبته (94%) من العدد الإجمالي الذي تم توزيعه. بعد اختبار وتحليل فرضيات الدراسة، أوضحت النتائج أن هناك تأثيراً ذا دلالة إحصائية لممارسات إدارة الموارد البشرية على رضا الموظفين في الشركات الصغيرة والمتوسطة بمدينة جدة بالمملكة العربية السعودية. يوجد أثر ذو دلالة إحصائية للتعيين والاختيار على رضا الموظفين في الشركات الصغيرة والمتوسطة بمدينة جدة بالمملكة العربية السعودية. يوجد أثر ذو دلالة إحصائية لبرامج التدريب على رضا الموظفين في الشركات الصغيرة والمتوسطة بمدينة جدة بالمملكة العربية السعودية. ومن أبرز توصيات الدراسة أن تقوم الإدارة العليا في المؤسسات في المملكة العربية السعودية بتطبيق نظام حوافز أكثر إنصافاً يوفر للموظفين المزايا التي يحتاجون إليها بخلاف المزايا الأساسية، مثل الرعاية الصحية والأجور الإضافية وغيرها من المزايا غير الأساسية.

الكلمات المفتاحية: إدارة الموارد البشرية، الرضا الوظيفي، الأجور، تقييم الأداء، الحوافز والمكافآت.

1 Introduction

The survival of organizations depends mainly on the value they create for themselves in the market, so their managements seek to invest their material and human resources in the most efficient way to maintain their continuity and achieve their goals. However, with the tremendous technical progress and the openness of markets and the accompanying fierce competition and rapid and permanent changes, new challenges have been created for the organization's management that made achieving its tasks a more difficult process. Human resource management (HRM) is a term used to represent that part of an organization's activities concerned with the recruitment, development, and management of its employees (Wood & Wall, 2002). The modern field of human resource management (HRM) today is attracting a great deal of attention due to its potential impact on the survival and prosperity of the organization. There is now an evolving belief that if organizations are to survive and compete in today's global talent-based economy, they must acquire, develop and manage the global competencies and practices of human resource management accordingly (Darwish, 2013). Accordingly, the role of human resources in small and medium-sized companies becomes clear, as it predicts the future needs of human resources and the degree of their availability, to enable them to achieve their future goals, in a way that guarantees achieving job satisfaction, raising the performance of employees, and advancing these companies to advancement and development.

1.1 Problem Statement

Organizations today are trying to keep pace with the changes taking place in various fields; In pursuit of achieving the best results that can only be reached by the availability of qualified human resources to ensure speed and accuracy in performance and good investment of resources in achieving their goals, and this requires good management of their performance in order to ensure their satisfaction with their work and from it to their organizations and thus raise their efficiency through the use of time and increase the speed Getting work done, relieving pressure inside and outside work, and spending as much time as possible on self-development, improving productivity, and achieving personal goals as well. Many studies have emphasized the importance of human performance management as a necessary process to respond to the requirements of individuals within organizations in order to reach the highest levels of performance and achieve individuals' loyalty and satisfaction with various aspects of my work.

There is no doubt that fair treatment in wages, rewards, promotions and giving equal opportunities to all will affect the individual's feeling about his work, in other words, it develops in them good feelings about work, so job satisfaction is one of the most important topics that attracted the attention of many researchers, which prompted them to study it constantly. Because of its impact on human resource management, and its relationship to the human resource planning process by providing managers or superiors with opinions and ideas that help improve workers' attitudes towards working efficiently.

- **Do human resource management practices have an impact on job satisfaction within small and medium-sized companies in Jeddah, Saudi Arabia? Based on HRM practices, the main question is divided into the following sub-questions:**
 - Does recruitment and selection have an impact on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia?
 - Do training programs have an impact on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia?
 - Does compensation have an impact on employee satisfaction in SMEs in Jeddah, Saudi Arabia?
 - Does performance appraisal affect employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia?

1.2 Significance of the Study

1. This study is one of the important topics in the field of management; it deals with two basic concepts, which are personnel performance management and job satisfaction.
2. Considering that, the individual represents an important resource for any organization and that importance dominates over other production elements, so it is important to study the factors affecting his satisfaction in his organization.
3. The contribution of this study to reaching an understanding of the nature of the relationship between employees and the performance and level of satisfaction of their subordinates.

4. Enhancing the understanding and practice of the organization's frameworks for performance management processes in a way that contributes to the development and development of performance.

1.3 Research Objectives

1. Understand the concept of human performance management and the importance of these processes within the human resource management processes.
2. Identifying the processes of managing the performance of employees in small and medium-sized companies in the city of Jeddah, the Kingdom of Saudi Arabia under study.
3. Identifying the level of job satisfaction in small and medium-sized companies in the city of Jeddah, Saudi Arabia under study.
4. Assessment of job satisfaction for employees within the organization.
5. Recognize the extent of focus on the human factor in underlining the objectives of human resource management and thus the objectives of the institution.
6. Contribute to highlighting the policies adopted for the management of human resources in the institution and the extent to which they keep pace with policies based on scientific foundations.
7. Identifying qualified human competencies required by human resources in small and medium-sized companies in Jeddah, Saudi Arabia
8. Recognize the various necessary requirements for managing resources in small and medium-sized companies in Jeddah, Saudi Arabia.
9. To identify the level of impact of human resources management on the quality of services in small and medium-sized companies in Jeddah, Saudi Arabia.

1.4 Research Hypothesis

Based on the problem statement, the following hypothesis can be derived:

- **H01: There is no statistically significant effect of human resource management practices on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$). Through this main hypothesis, the following sub-hypotheses are generated:**

- H01.1: There is no statistically significant effect of recruitment and selection on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$).
- H01.2: There is no statistically significant effect of training programs on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$).
- H01.3: There is no statistically significant effect of compensation on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$).
- H01.4: There is no statistically significant effect of performance evaluation on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$).

2 Theoretical Framework

2.1 Theoretical framework

Definition of human resource management: Human resource management is the management that believes that the people working at different levels and activities in the organization are among the most important resources; It is their duty to provide them with all the means that will enable them to carry out their work for their own benefit and the interest of the organization as a whole (Ibrahim, 2004), as well as a series of decisions regarding functional relationships that affect society, effectiveness of the organization and its employees.

Importance of human resource management:

- Improving productivity, raising performance and unleashing the energies of employees.
 - The increasing awareness of managers that the organization's ability to compete, excel and innovate depends on its human capital.
 - A change in the functional values of workers as they look forward to respect, appreciation and participation in making decisions related to their work.
- **The goals that the human resource department seeks to achieve:**

- **Organizational Objectives:**
- **Integration strategy:** i.e. the integration of human resources management with the organization's strategic plans.
- **Loyalty:** It means the loyalty of the employees to the goals of the organization and loyalty to it.
- **Flexibility:** It is concerned with the process of adaptation and the ability to manage change.
- **Quality:** It means the quality of the employees, the services provided by the organization and its mental image.
- **Forecasting:** making forecasts of the organization's manpower needs.
- **Plans:** Developing manpower plans and supervising their implementation.
- **Objectives at the employee level:** Attracting and retaining good candidates.

Definition of Training: Training is defined as an organized process through which employees' behaviors and feelings are changed in order to increase and improve their effectiveness and performance. Employees training or development means the planned and organized effort by organization to equip employees with specific knowledge improve their skills and abilities and change their attitudes (Al Salem 2010).

Definition Incentives: are the possibilities available in the environment surrounding a person that can be obtained and used to compensate for the lack of satisfaction of his needs (Ali Al-Salami, 2005).

JOB SATISFACTION: Job satisfaction is the state in which the individual integrates with his job and work and becomes a human being occupied by the job, and interacts with it through his career ambition and desire for growth and progress and achieving his social goals through it (Stone, 2010)

Incentive types:

- **Financial Incentives**
- **Moral incentives**

Performance: reflects the employee's fulfillment of work and task requirements; it is a behavior that reflects the results achieved and in conformity with the planned goals, and this is according to the efficiency and effectiveness of the effort made to achieve the results.

(Armstrong, 2009) views performance appraisal as a process, which is systematic and dedicated to improving both the organization and the individuals in the organization. Within the process, a framework establishes goals and performance standards requirements. (Guest, 2011) defined Appraisal as a bundle of HR practices that influence organizational performance and so justifies HRM claims to have a strategic impact.

THE RELATIONSHIP BETWEEN INCENTIVES AND JOB SATISFACTION

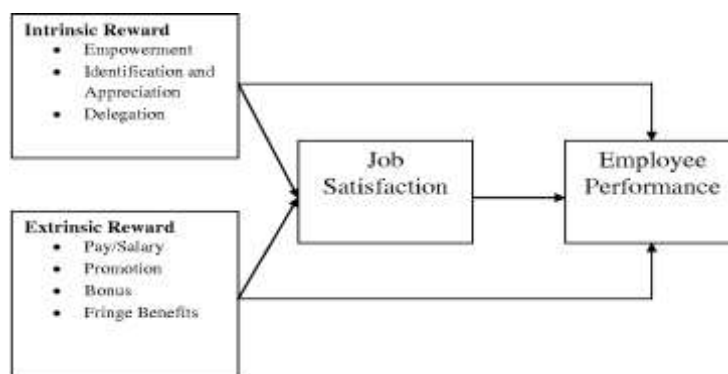


Figure 1 – The relationship between incentives and job satisfaction

2.2 Previous studies

2.2.1 Study (Mahmoud, 2013)

Titled: Evaluation of the degree to which employee satisfaction is related to internal marketing in Pakistani universities

The study population consists of faculty members (academic and non-academic) in 3 universities with a population of 11411 and the sample size was 965. The study stated that internal marketing (IM) is a concept in which employees within organizations are treated as internal client. The concept of internal marketing focuses on how the organization serves the employees. In addition, internal marketing (IM) has developed as a strategy in order to achieve employee satisfaction within the company.

This is because when employees are treated as customers, they become more committed, cooperative, enthusiastic and satisfied. Employee satisfaction is an essential component of any organization. This is because employees who understand the goals and activities of their organization help meet required standards and establish successful relationships with clients. Employee satisfaction with their work raises their morale, which in turn contributes significantly and positively to high-quality performance and external customer service, the results of the analyzes indicated that there were significant and positive associations between all internal marketing (IM) variables and employee satisfaction in three targeted Pakistani universities.

2.2.2 Study (Nofal, 2010)

Titled: The strategy of empowering human resources and its impact on achieving strategic goals in Kuwaiti commercial banks

It aims to reveal the impact of the HR Empowerment Strategy: information sharing; freedom and independence; Self-managed work teams, organizational strength to achieve the strategic objectives of Kuwaiti commercial banks: creativity. Productivity and social responsibility to achieve the objectives of the study, the researcher designed a questionnaire consisting of (35) items to collect primary information from the study sample consisting of (273) individuals of middle management level in Kuwaiti commercial banks. The study used different statistical methods such as the mean; Standard deviation and simple regression. The study reached the following conclusions: There is a significant statistical effect of the human resources empowerment strategy (information sharing, freedom and independence, self-managed work teams, organizational strength) on achieving strategic goals.

2.2.3 Study (Mohammed, 2011)

Titled: The role of the performance appraisal system in motivating employees

The study developed a model in which an employee is uncertain about his performance and the manager's ability to evaluate it. The study sample consisted of human resource managers and employees of 3 major Indian companies, namely Tittan, Godre and Nicholas Primal. The study examined how performance appraisals affect an employee's future performance. The predictions of the study model are consistent with the different experimental results.

These include (1) the observation that managers tend to give positive evaluations, (2) the finding that positive evaluations are on average more motivating than negative evaluations, and (3) the observation that the effects of evaluations depend on the employee's perception of the manager's ability to evaluate performance.

2.2.4 Study (Hassan, 2018)

Titled: The mediating role of job satisfaction in the relationship between organizational culture and employee performance efficiency

This study was conducted on the Sudanese Sugar Company with the aim of knowing the mediating role of job satisfaction in the relationship between organizational culture and employee performance efficiency. This study was based on assumptions, the most important of which is the existence of a statistically significant relationship between organizational culture and job satisfaction, and between job satisfaction and employee performance efficiency.

Job satisfaction was measured in the following dimensions: salary, incentives and labor relations. As for performance efficiency, it was measured based on the following dimensions: training, participation and perseverance

3 Research Methodology

3.1 Study Approach:

In light of the nature of the study, the previously raised questions, the proposed hypotheses, and the established objectives that the study seeks to achieve, which is based on studying the role of human resource management practices in achieving job satisfaction within organizations in the Kingdom of Saudi Arabia. In order to try to describe it accurately, we relied in our study on the descriptive-analytical approach because it is related to the study of topics related to human fields, and it is one of the common forms of research that many researchers rely on, as it seeks to determine the current situation of a particular phenomenon and then works to describe it and clarify its characteristics, where a number of From the main and subsidiary hypotheses to decide the side in order to verify this matter, the researcher uses appropriate methods of analysis in order to reach conclusions that achieve the objectives of the study and contribute to understanding and developing reality.

The data analysis included a descriptive analysis using Means and Standard Deviations for the questions of the study; ANOVA, Multiple and Simple Linear, and Regression analysis for the empirical analysis

3.2 Sources of data

3.2.1 Primary data

Primary data is the data that is generated for the first time by the researcher through efforts and direct experience, specifically for the purpose of addressing his research problem, Also known as raw or raw data (Saunders et al., 2003). The collection of primary data is expensive, as the research is conducted by the organization or the researcher himself, which requires resources such as investment and manpower. The data collection is under the direct control and supervision of the researcher. Data can be collected through various methods such as surveys, observations, physical tests, mailed questionnaires, questionnaire filled out and sent by researchers, in-person interviews, telephone interviews, focus groups, and case studies

3.2.2 Secondary data

Secondary data refers to indirect information that has already been collected and recorded by anyone other than the user for a purpose not related to the current research problem. It is the readily available form of data collected from various sources such as censuses, government publications, internal records of the organization, reports, books, press articles, websites, etc. But the researcher may resort to this data for his study. The researcher used a source of secondary information or secondary data, which is to extract data from the records and publications of the group of small and medium-sized companies under study in the Kingdom of Saudi Arabia, including their annual reports, books, magazines, periodicals, studies, the Internet, magazines, commercial newspapers and their advertising materials

3.3 Study Population

As pointed out (Bakri, 2009), sampling is very important, as budget and time constraints prevent a survey of the entire population. Sampling also gives higher reliability and quick results. The researcher conducted a field study in the field of study, which included ten small and medium-sized companies located in the city of Jeddah, Saudi Arabia.

The researcher tried to focus on the diversity of the activities of these companies in an effort and diligence from him to generalize the results of the study

3.5 Study sample:

	No.	%
Distributed	150	100
Return	147	98
Invalid return	9	6
Valid Return	141	94

Table (1) The result of distributing the questionnaire to the study sample

3.6 Study tool:

3.3.1 Questionnaires

The questionnaire consisted of three main axes, each of which concerns itself:

The first axis: the demographic characteristics of the study sample and contain (sex, age, educational level).

The second axis: (human resource management practices).

This axis measures human resource management practices through (planning and staffing, training programs, compensation and evaluation).

The third axis: (employee satisfaction).

3.3.2 Interview

It is defined as a verbal interaction that takes place through a confrontational situation in which the interviewer tries to consult the information, opinions or beliefs of another person or persons to obtain some objective data (Rasheed, 2002).

Where the interview with the questionnaire was used to obtain some additional information that, we could not obtain through the questionnaire only,

in addition to interviewing some officials in the various departments of the organization to obtain additional information that was not included in the questionnaire questions about the prevailing organizational culture in addition to the extent of its prevalence and familiarity these officials and leaders with the cultural values mentioned in the form and know their willingness to develop them.

3.3.3 Note

The observation was also used in our study because of its complementary role to the questionnaire and the interview of collecting data about the study sample. While we toured the departments and departments of non-profit organizations, we recorded many observations related to the behavior of workers and leaders, the extent of work organization, internal arrangement, and employee relations with their superiors to know the extent of mutual respect between individuals themselves and individuals and their superiors.

3.7 Statistical methods:

The questionnaire was unloaded and analyzed through the statistical analysis program (the Social Sciences (SPSS) Statistical Package for), and the following statistical methods were used:

- Percentage and Arithmetic Mean.
- Relative Arithmetic Mean.
- Cronbach's Alpha Coefficient.
- Pearson Correlation Coefficient
- Multicollinearity Analyze
- Simple Regression Analysis

3.8 Reliability and Validity:

3.8.1 Reliability:

The researcher used Cronbach's alpha internal consistency test to measure the consistency in the respondents' answers to all the questions on the scale 'Although the rules of measurement in the value to be obtained are not specified, However, obtaining (Alpha \geq 60),

Is considered acceptable in the administrative and human sciences in general (Sekaran & Bougie, 2010), the following table shows the results of the reliability tool for this study.

Reliability Statistics	
Cronbach's Alpha	No. of Items
.98	5

Table (2) Reliability Statistics - Cronbach's Alpha

3.8.2 Validity:

Validity means the ability of the research method to find the exact truth. If the research is said to be correct, it really means that what was meant to be measured has been accurately measured. Validity is very important if the researcher is doing in-depth studies on individuals, small groups or situations. If the researcher knows that his research is valid, he can be confident in results that really show some uniqueness in the topic under study. If the researcher lacked validity, it means that there was a lack of truth in the result (Churton & Brown 2010, Earl Pappé 1989). To ensure the apparent validity of the questionnaire and the validity of the questionnaire questions in terms of wording and clarity, the researcher presented the questionnaire to a number of academic arbitrators and specialists in the field of study, after restoring the questionnaire from the arbitrators, the proposed amendments were made to it.

4 Analysis of the Results

4.1 Demographic variables

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	99	70.2	70.2	70.2
	Female	42	29.8	29.8	100
Age	Less than 30	58	41.1	41.1	41.1
	From 30 < 45	42	29.8	29.8	70.9
	From 45 < 60	34	24.1	24.1	95
	More than 60	7	5	5	100

Qualification	High School	51	36.2	36.2	36.2
	Diploma	40	28.4	28.4	64.5
	Bachelor	43	30.5	30.5	95
	Master/DBA	7	5	5	100
Experience	Less than 5 Years	37	26.2	26.2	26.2
	From 5 to 10 Years	63	44.7	44.7	70.9
	From 10 to 15 Years	23	16.3	16.3	87.2
	More than 15 Years	18	12.8	12.8	100
Total		141	100	100	

Table (3) Distribution of the study sample

4.2 Descriptive analysis of study variables

- Planning and Recruitment

Variables	Mean	Std. Deviation	Importance
The company adopts the principle of efficiency when hiring.	3.55	1.163	Medium
The company has qualified employees.	3.42	1.208	Medium
Vacancies are constantly being filled out.	3.42	1.299	Medium
The company is not biased when hiring.	2.98	1.222	Medium
The planning and staffing process is transparent.	3.10	1.215	Medium
Some of the company's employees are involved in the planning process.	3.03	1.225	Medium
The company anticipates human resource needs.	3.38	1.200	Medium
Total	3.2694	.97238	Medium

Table (4) Descriptive statistics of Planning and Recruitment

The above table shows that the arithmetic averages of the planning and employment process range between (2.98-3.55) degrees, compared to a general arithmetic mean of (3.2694) degrees, and a standard deviation ranges between (1.22-1.299) degrees compared to a general average standard deviation of (.97238). We also note that the highest average was for the first paragraph, "The company adopts the principle of efficiency when hiring" with an arithmetic mean of (3.55) degrees and a standard deviation of (1.163) degrees, while the fourth paragraph "The company is not biased when hiring" occupied the lowest arithmetic mean of (2.98) degrees and a standard deviation of (1.222) degrees. We conclude from these results that small and medium-sized companies in the Kingdom of Saudi Arabia in the city of Jeddah attract, attract and retain highly skilled and capable employees.

- Training programs

Variables	Mean	Std. Deviation	Importance
Training and development needs within the company are determined based on a pre-thought-out plan.	3.82	1.069	High
The company's employees are subject to a training and development program every period.	3.74	1.231	High
The company requires new employees to undergo training and development to acquire the required skills and experience.	3.84	1.141	High
The company keeps pace with modern technology in the training and development process by developing a modern training system and curriculum.	3.77	1.027	High
The company discharges its employees during the training period to obtain the best results	3.67	1.143	High
Employees are subject to an evaluation program to measure the effectiveness of the training after benefiting from it.	3.69	1.165	High
The company cares about the quality of training.	3.67	1.190	High

The company encourages teamwork seminars.	3.53	1.250	Medium
Total	3.7178	.99441	High

Table (5) Descriptive statistics of training programs

The above table shows that the arithmetic averages of the training programs process range between (3.53–3.84) degrees, compared to a general arithmetic mean of (3.7178) degrees, and a standard deviation ranges between (1.027-1.250) degrees compared to a general average standard deviation of (.99441). We also note that the highest average was for the third paragraph, "The company requires new employees to undergo training and development to acquire the required skills and experience" with an arithmetic mean of (3.84) degrees and a standard deviation of (1.141) degrees, while the last paragraph " The company encourages teamwork seminars" occupied the lowest arithmetic mean of (3.53) degrees and a standard deviation of (1.250) degrees. In general, it seems that the level of relevance of the training programs is high according to the respondents' point of view. This indicates that the ongoing training programs that SMEs provide to their employees is an important variable, and that companies still need to encourage teamwork seminars among employees to share what they have learned in any introductory training.

- Compensation

Variables	Mean	Std. Deviation	Importance
The company cares about the needs of employees.	3.08	1.190	Medium
The company provides employees with the kind of benefits they need.	2.88	1.068	Medium
The company constantly monitors the reward system that it offers with its peers from other companies.	3.11	1.151	Medium
The Company uses non-cash compensation alternatives.	2.94	1.254	Medium
The compensation process is based on employee performance reports.	3.13	1.251	Medium
The company uses a fair incentive system.	2.98	1.203	Medium

The company's compensation system is reviewed periodically.	3.03	1.194	Medium
The company uses rewards and incentives as a mechanism for evaluating high performance.	3.11	1.269	Medium
Total	3.0322	1.01108	Medium

Table (6) Descriptive statistics of Compensation

The above table shows that the arithmetic averages of the Compensation process range between (2.88–3.13) degrees, compared to a general arithmetic mean of (3.0322) degrees, and a standard deviation ranges between (1.068-1.251) degrees compared to a general average standard deviation of (1.01108). We also note that the highest average was for the fifth paragraph, "The compensation process is based on employee performance reports" with an arithmetic mean of (3.13) degrees and a standard deviation of (1.251) degrees, while the second paragraph "The company provides employees with the kind of benefits they need" occupied the lowest arithmetic mean of (2.88) degrees and a standard deviation of (1.068) degrees. In general, this indicates that the employees of small and medium-sized companies in the Kingdom of Saudi Arabia in the city of Jeddah are satisfied with the compensation methods taken by the company's management, which they obtain in return for their performance, but they need that.

4.2.1 PERFORMANCE APPRAISAL

Variables	Mean	Std. Deviation	Importance
The company deals with employee complaints.	3.21	1.230	Medium
The company has a professional evaluation system.	3.27	1.110	Medium
The company holds employees responsible for their work.	3.41	1.144	Medium
The company provides feedback to employees.	3.17	1.131	Medium
The company understands the opinions of its employees.	2.94	1.149	Medium
The company's evaluation system is fair and honest.	2.96	1.257	Medium
The company supports employee development.	3.12	1.242	Medium
The company has realistic expectations about employee	2.97	1.176	Medium

outcomes.			
Total	3.1324	.98304	Medium

Table (7) Descriptive statistics of Performance Appraisal

The above table shows that the arithmetic averages of the Performance Appraisal process range between (2.94–3.41) degrees, compared to a general arithmetic mean of (3.1324) degrees, and a standard deviation ranges between (1.144-1.149) degrees compared to a general average standard deviation of (.98304). We also note that the highest average was for the third paragraph, "The company holds employees responsible for their work" with an arithmetic mean of (3.41) degrees and a standard deviation of (1.144) degrees, while the fifth paragraph "The company understands the opinions of its employees" occupied the lowest arithmetic mean of (2.49) degrees and a standard deviation of (1.149) degrees. In general, this indicates that small and medium-sized companies in the Kingdom of Saudi Arabia in the city of Jeddah bear full responsibility for the work of their employees, but they must increase their awareness of the views and participation of employees.

4.2.2 EMPLOYEES' SATISFACTION

Variables	Mean	Std. Deviation	Importance
Employees feel that there are real opportunities for career development.	3.05	1.266	Medium
Employees are committed to their jobs.	3.18	1.179	Medium
Employees feel that the company cares about them.	2.98	1.219	Medium
Employees advance fairly in the company based on the merits of their work.	2.89	1.269	Medium
The company is recommended by employees as a good place to work.	3.06	1.206	Medium
Employees use all their skills and abilities at work.	3.22	1.107	Medium
Employees feel job security.	3.00	1.244	Medium
The salaries of employees are distributed equitably	2.96	1.334	Medium

compared to their experience and educational level			
Employees feel that the things they do at work are important.	3.04	1.202	Medium
The employees are empowered by the company.	2.92	1.161	Medium
Total	3.17	1.191	Medium

Table (8) Descriptive statistics of Employees' Satisfaction

The above table shows that the arithmetic averages of the Employees' satisfaction range between (2.92–3.22) degrees, compared to a general arithmetic mean of (3.17) degrees, and a standard deviation ranges between (1.161-1.107) degrees compared to a general average standard deviation of (1.191). We also note that the highest average was for the eighth paragraph, "Employees use all their skills and abilities at work" with an arithmetic mean of (3.22) degrees and a standard deviation of (1.107) degrees, while the last paragraph Employees use all their skills and abilities at work" occupied the lowest arithmetic mean of (2.92) degrees and a standard deviation of (1.161) degrees. In general, this indicates that employees of small and medium-sized companies in Saudi Arabia in the city of Jeddah are using their competencies in their work, and companies should be more transparent regarding the promotion system for their employees.

4.3 Multicollinearity Analysis

Before testing the study hypotheses, some tests were carried out to ensure that the data were sufficient for regression analysis of the assumptions. Variables were tested for multiple collinearity, the results confirm that there are no high correlations between the independent variables using the variable inflation factor (VIF) and the tolerance test for each variable to ensure the independence of errors. Taking into account that the inflation factor does not exceed the permissible value (10), the tolerance value is greater than (0.05).

Variables	Collinearity Statistics	
	Tolerance	VIF
Recruitment	.368	2.716
Training Programs	.410	2.438
Compensation	.241	4.156

Performance Appraisal	.292	3.423
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Table (9) Multicollinearity Analyses

The table above indicates that the VIF values for each dimension of the independent variables are less than 10, with a tolerance of (0.241-0.41). This indicates that there is no problem in diagnosing collinearity in the regression model (Gujarati and Porter, 2003). Therefore, the researcher can put the hypotheses of the study.

4.4 Hypotheses Tests

4.4.1 H01:

There is no statistically significant effect of human resource management practices on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$). To check whether the hypothesis is correct or not, we will use simple regression analysis to test the validity of the above-mentioned hypothesis.

R	R ²	F Calculated	Sig.
0.872	0.76	156.007	0.000

Table (10) Simple regression analysis - H01

The table above indicates that the calculated F value = 156.007 and the Sig value is (0.000) which is less than ($\alpha \leq 0.05$). Accordingly, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that the simple regression is correct, so there is an effect of human resource management practices on employee satisfaction. The table also indicated that the correlation coefficient was ($R = .872$), which indicates a positive relationship between the independent variables and the dependent variable, in addition to the value of the coefficient of determination (R^2) is (0.76), which indicates that (76%) of the variance. In employee satisfaction it can be intercepted by HRM practices while the remaining percentage (24%) is due to other variables that are not included in the model. Therefore, the hypothesis is modified to “There is statistically significant effect of human resource management practices on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$)”.

4.4.2 H01.1

There is no statistically significant effect of recruitment and selection on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$). To check whether the hypothesis is correct or not, we will use simple regression analysis to test the validity of the above-mentioned hypothesis.

R	R²	T Calculated	Sig.
0.705	0.497	14.065	0.000

Table (11) Simple regression analysis - H01.1

The table above indicates that the calculated value $T = 14.065$ and the Sig value is (0.000) which is less than ($\alpha \leq 0.05$), so according to the role the null hypothesis is rejected and the alternative hypothesis is accepted which means that there is an effect after planning and hiring on employee satisfaction. The table also indicated that the correlation coefficient was ($R = 0.705$), which indicates that there is a positive relationship between the independent variable and the dependent variable, in addition to that the value of the coefficient of determination (R^2) is (0.497), which indicates that (49.7%) of the variance in the Intercept for employee satisfaction with planning and staffing practices while the remaining percentage (50.3%) is attributable to other variables not presented in the simple regression model. Therefore, the hypothesis is modified to be “There is statistically significant effect of recruitment and selection on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$)”.

4.4.2.1 H01.2

There is no statistically significant effect of training programs on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$). To check whether the hypothesis is correct or not, we will use simple regression analysis to test the validity of the above-mentioned hypothesis.

R	R²	T Calculated	Sig.
.574	0.330	9.920	000

Table (12) Simple regression analysis - H01.2

The table above indicates that the calculated value $T = 9.920$ and the Sig value is (0.000) which is less than ($\alpha \leq 0.05$), and based on the role, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is an effect of the training program dimension on employee satisfaction. The table also showed that the correlation coefficient was ($R = 0.574$), which indicates that there is a positive relationship between the independent variable and the dependent variable, in addition to that the value of the coefficient of determination (R^2) is (0.330), which indicates that (33%) of the variance in the Employee satisfaction through practicing training programs while the remaining percentage (67%) is attributed to other variables that were not presented in the simple regression model. Therefore, the hypothesis is modified to “There is statistically significant effect of training programs on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$)”.

4.4.2.2 H01.3

There is no statistically significant effect of compensation on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$).

To check whether the hypothesis is correct or not, we will use simple regression analysis to test the validity of the above-mentioned hypothesis.

R	R²	F Calculated	Sig.
0.781	0.611	17.711	0.000

Table (13) Simple regression analysis - H01.3

The table above indicates that the calculated value $T = 17.711$ and the Sig value is (0.000) which is less than ($\alpha \leq 0.05$), so according to the role the null hypothesis is rejected and the alternative hypothesis is accepted which means that there is an effect of compensation dimension on employee satisfaction. The table also showed that the correlation coefficient was ($R = 0.781$), which indicates that there is a positive relationship between the independent variable and the dependent variable, in addition to that the value of the coefficient of determination (R^2) is (0.611), which indicates that (61.1%) of the variance in the Employee satisfaction through compensation exercise while the remaining percentage (48.9%) is attributed to other variables

that were not presented in the simple regression model. Therefore, the hypothesis is modified to “There is statistically significant effect of compensation on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$)”.

4.4.2.3 H01.4

There is no statistically significant effect of performance evaluation on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$).

To check whether the hypothesis is correct or not, we will use simple regression analysis to test the validity of the above-mentioned hypothesis.

R	R²	T Calculated	Sig.
0.840	0.716	22.435	0.000

Table (14) Simple regression analysis - H01.4

The table above indicates that the calculated value $T = 22.435$ and the Sig value is (0.000) which is less than ($\alpha \leq 0.05$), and based on the role, the null hypothesis is rejected and the alternative hypothesis is accepted, which means that there is an effect of the performance evaluation dimension on employee satisfaction. The table also indicated that the correlation coefficient was ($R = 0.840$), which indicates a positive relationship between the independent variable and the dependent variable, in addition to that the value of the coefficient of determination (R^2) is (0.716), which indicates that (71.6%) of the variance in can Intercept for employee satisfaction through performance appraisal while the remaining percentage (28.4%) is attributed to other variables that were not presented in the simple regression model. Therefore, the hypothesis is modified to “There is statistically significant effect of performance evaluation on employee satisfaction in small and medium-sized companies in Jeddah, Saudi Arabia, at the level of significance ($\alpha \leq 0.05$)”.

4.5 Conclusion

We conclude from these results that SMEs in the Kingdom of Saudi Arabia in the city of Jeddah attract, attract and retain highly skilled and capable employees. The company attracts and retrains highly qualified employees through external sources such as advertising, recruitment agencies and the Internet. Fair hiring in a company is an important part of employee satisfaction. They also support new hires by implementing orientation programs and encouraging teamwork seminars among employees to share what they have learned in any giving training.

In general, this indicates that the employees of SMEs in Saudi Arabia in the city of Jeddah are satisfied with the compensation methods taken by the company's management, which they receive for their performance and they need it.

4.6 Recommendations

- The current study recommends that senior management in organizations in the Kingdom of Saudi Arabia implement a more equitable incentive system that provides employees with the benefits they need other than basic benefits, such as health care, additional wages and other non-monetary benefits.
- The study recommends that organizations in the Kingdom of Saudi Arabia be more aware of the opinions of their employees by having an “open door” policy for their lower level employees, providing continuous feedback and thus implementing a fairer and honest evaluation system that requires realistic expectations from employees.
- The study indicated that senior managers within organizations in the Kingdom of Saudi Arabia should follow a transparent and reasonable promotion system with a fair salary scale in proportion to the level of experience and education of employees.
- The need for managers to empower their employees by giving employees the opportunity to experience their acquired skills in the given jobs, and helping them to set realistic goals for their job performance as a result of their training.
- This study recommends holding short training courses for managers and heads of departments in order to raise their awareness.
- Gain the employee's trust through the manager's acceptance of his suggestions or opinions.

4.7 For Future Research

This study is limited as there may be questions regarding human resource management factors for employees. While this study only took the viewpoint of mid- and low-level employees, it is recommended that the view of senior management be taken into account in future studies that may benefit from using a larger sample. Also an important factor such as performance has the greatest influence on motivation and is recommended to be tested separately.

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