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Measuring Employee Expectations in a Strategic Human Resource Management Research: *Job Satisfaction*

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Abstract

The main objective of the research is to examine employee job satisfaction in a strategic human resource management research with a model of job satisfaction in the Research and Development (R&D) industry should consist of work-related factors such getting pay for overtime, giving employees more authority, the possibility of getting promotion in the workplace, employees' participation in decision-making processes and sensitivity of management towards problems at work. The data gained from employees of the firm are analyzed by using OLS regression model. All variables have a positive effect over job satisfaction.

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1. Introduction

Some authors define strategic human resource management as the effective application of the organization's human resources to accomplish the organization's overall strategies [1]. Human Resource plays an important and strategic role in supporting organizations. Employees are the most important assets of an organization that is very strategic instrument for a company's market competition.

It is known that to ensure a high probability of success in the implementation of strategic human resource management, a number of things is necessary.

- Strategic recruitment where the right person is selected to fill the right job and according to organizational needs.
- Using the right mix of incentives to motivate and engage employees who then can concentrate improving their performance.

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- Provision of the right set of training and development programs on an on-going basis to every level of employees.
- Implementation of a performance management system to identify high-performing employees for the purpose of giving rewards befitting their performance, work quality and output.
- Giving recognition and implementing a fair rewards system to retain quality employees.

The purpose of this paper is to examine employees' job satisfaction in strategic human resource management research with a model of job satisfaction in the Research and Development (R&D) industry should consist of work-related factors such as getting paid for overtime, giving employees more authority and responsibility. In addition to these factors, we recommend that possibility of getting promotion in the workplace should be included as well. Finally, it was decided that the model of job satisfaction that best fit the purposes of the study reflected a bottom-up approach.

2. Literature Review

Strategic human resource management research has mostly gravitated towards financial measures of performance in order to assess the effectiveness of human resource management initiatives. At a basic level, strategic HRM research has tended to gravitate toward measures of financial- or market-based organizational performance as its dependent variable [2; 3]. But it should be noted that people are an organization's most important asset that is very strategic instrument for a company's market competition. We now define 'human advantage' as being competitive strategy and system-based view of the value of human resource which makes towards adding value to customers, towards managing cost, through accelerating operational and management processes, and in challenging the status quo through innovation and change. For about the past decade or so, the mantra of Human Resource has been "be a strategic business partner."

Whence, HRM research has generally focused on individual level outcomes such as job performance [4], job satisfaction [5] and motivation [6], strategic HRM research has focused on unit or firm level outcomes related to labor productivity [7;8;9] scrap rate [10], sales growth [11;12], return on assets (ROA) and return on investment (ROI) [13] and market-based performance [7]. These aggregate level outcomes can further be differentiated by department level, plant (site) level, business unit level, and firm (corporate) level performance measures [3;14].

Job satisfaction is one of the most researched topics in the field of organisational behaviour [15;16]. "Managers, supervisors, human resource specialists, employees, and citizens in general are concerned with ways of improving job satisfaction" [17]. Judge, Hanisch, & Drankoski [18] supported the submission of Cranny et al [17], by advising that it was imperative for human resource managers "to be aware of those aspects within an organization that might impact most employees' job satisfaction, and to enhance these aspects because, in the long run, the results will be fruitful for both the organization and the employee".

Rosnowski & Hulin [19] submitted that the most informative information to have about an employee in an organization was a valid measure of their overall level of job satisfaction. The urgency of a valid measure of job satisfaction, as proposed by Rosnowski & Hulin [19], was possibly the motivation behind the numerous research efforts pertaining to job satisfaction.

3. Methods

The significant part of the material used in the research consists of the data about the workers of a R&D firm active in Istanbul. There are 170 employees working in the enterprise and the name list of the employees is determined as the framework from which the sample is to be selected. Each employee in the enterprise is taken as a sample unit. 150 of 170 employees have been included within the scope of the research according to the complete inventory method. Through conducting face-to-face inquiry method, a

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